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NOTICE OF MEETING

Meeting	Cabinet
Date and Time	Tuesday, 10th October, 2023 at 10.30 am
Place	Ashburton Hall, Ell Court, The Castle, 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 and available for repeat viewing, it may also be recorded and filmed by the press and public. Filming or recording is only permitted in the meeting room whilst the meeting is taking place so must stop when the meeting is either adjourned or closed. Filming is not permitted elsewhere in the building at any time. 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 - 10)

To confirm the minutes of the previous meeting.

4. CHAIRMAN'S ANNOUNCEMENTS

To receive any announcements the Chairman may wish to make.

5. DEPUTATIONS

To receive any deputations notified under Standing Order 12.

6. DRIVING TOWARDS ECONOMIC STRENGTH (Pages 11 - 30)

To consider a report of the Director of Hampshire 2050 and Assistant Chief Executive regarding long-term economic strength for Hampshire.

7. MEDIUM TERM FINANCIAL STRATEGY UPDATE AND SAVINGS PROGRAMME TO 2025 REVENUE SAVINGS PROPOSAL (Pages 31 - 822)

To consider a report of the Chief Finance Officer and Director of Corporate Operations regarding the overall financial strategy for dealing with the budget gap to 2025/26 in light of the various options available to the County Council and the high level outcomes from the public consultation exercise on balancing the budget.

8. STATEMENT OF COMMUNITY INVOLVEMENT (Pages 823 - 882)

To consider a report of the Director of Hampshire 2050 on proposed update to the adopted Hampshire Statement of Community Involvement (2017) for planning matters.

9. ADULTS' HEALTH AND CARE DIRECTORATE 5 YEAR STRATEGY REFRESH (Pages 883 - 934)

To consider a report of the Director of Adults' Health and Care regarding the refreshed 5-year strategy for Adults' Health and Care linked to a reaffirmed Vision focused on maximising independence and quality of life.

10. CORPORATE RISK MANAGEMENT (Pages 935 - 946)

To consider a report of the Director of People and Organisation on further development of the risk management arrangements across the organisation and progress against the Corporate Risk Management Strategy 2022-2025.

11. MANYDOWN NORTH, BASINGSTOKE - UPDATE (Pages 947 - 956)

To consider a report of the Director of Hampshire 2050 to support the continued progress of the Manydown North project.

12. EXCLUSION OF PRESS AND PUBLIC

RECOMMENDATION:

To resolve that the public be excluded from the meeting during the following item of business, as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during this item there would be disclosure to them of exempt information within Paragraphs 3 and 5 of Part 1 of Schedule 12A to the Local Government Act 1972, and further that in all the circumstances of the cases, the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons set out in the exempt report.

The intention to hold part of this Cabinet meeting in private was notified on the County Council's website on 11 September 2023 in accordance with Part 3, Chapter 4 of the Constitution and no representations regarding this intention have been received.

13. EXEMPT MINUTES OF THE PREVIOUS MEETING

To confirm the exempt minutes of the previous meeting.

14. CORPORATE STRATEGIC RISK REGISTER ANNUAL REPORT (EXEMPT) (Pages 957 - 974)

To consider an exempt report of the Director of People and Organisation regarding the Corporate Strategic Risk Register.

15. MANYDOWN NORTH, BASINGSTOKE - UPDATE (EXEMPT APPENDIX)

To consider exempt appendices in relation to the Manydown North, Basingstoke – Update report.

ABOUT THIS AGENDA:

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

ABOUT THIS MEETING:

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

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

Agenda Item 3

AT A MEETING of the Cabinet of HAMPSHIRE COUNTY COUNCIL held at The Castle, Winchester on Tuesday, 18th July, 2023

Chairman:

* Councillor Rob Humby

* Councillor Roz Chadd
* Councillor Liz Fairhurst
* Councillor Jan Warwick
* Councillor Edward Heron

* Councillor Steve Forster
Councillor Nick Adams-King
Councillor Russell Oppenheimer
* Councillor Kirsty North

Also present with the agreement of the Chairman: Councillors Glen, House, Latham, Mocatta, Penman, Philpot and Withers.

129. **APOLOGIES FOR ABSENCE**

Apologies were received from Councillors Adams-King and Oppenheimer.

130. **DECLARATIONS OF INTEREST**

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

Councillors Fairhurst, Forster, North and Warwick declared a personal interest in item 11, Waste Disposal Recycling Arrangements, as elected members of district and borough councils within Hampshire.

131. **MINUTES OF PREVIOUS MEETING**

The minutes of the meeting held on 13 June reviewed and agreed.

132. **CHAIRMAN'S ANNOUNCEMENTS**

The Chairman made the following announcements:

The response from Government to the proposed County Deal had been positive. However, the three Unitary Councils had requested a two-deal solution

which was not supported by Government and therefore the deal had been rejected by the Unitary Councils. It was unrealistic that a County Deal could be taken forward in the Hampshire area. However, the County Council would continue to work constructively with partners in the interests of the wider communities.

The first Hampshire Business Awards scheduled for 30 November had recently been launched, with nominations open until 15 Sept. The Made in Hampshire Award was being sponsored by the County Council.

He expressed disappointment on the Government decision to ban charging for disposal of DIY waste, and noted that the mid-year implementation would add a financial burden.

The NHS marked 75 years of service earlier this year. He congratulated the NHS on the milestone and expressed thanks for the dedication and energy in delivery of healthcare needs for Hampshire residents.

Hampshire Day on 15 July celebrated everything that makes Hampshire a good place to live, work, play and visit.

133. **DEPUTATIONS**

There were no deputations on this occasion.

134. **DRIVING TOWARDS ECONOMIC STRENGTH**

Cabinet considered the regular report of the Director of Hampshire 2050 and Assistant Chief Executive regarding long-term economic strength for Hampshire. The Director updated Cabinet on the latest position as set out in the report and anticipated a response from central government in relation to the Local Enterprise Partnership (LEP) proposals before the summer recess. He advised that Hampshire continued to be an attractive place for continued inward investment. In response to questions, he explained that interest rates were forecast to rise and peak at around 6% by the end of the calendar year. The rises were an ongoing challenge for business in terms on borrowing for investment.

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

135. **2022/23 - END OF YEAR FINANCIAL REPORT**

The Director summarised the position as set out in the report, explaining that the 2022/23 year had been challenging, ending with a small surplus due to delivery of £23million in savings. Cabinet heard that the year end position for home to school transport was concerning for future forecasts and difficult to predict. Trend analysis suggested an additional £18million pressure in 2024/25.

The Director explained a funding gap of £86million was anticipated for 2026/27, and that £89million of reserves had been identified to be set aside to support the

budget and provide funding to deliver highways maintenance and the switch to digital due to the retirement of analogue. Although the reserves had been earmarked for future capital investment, funding had not been committed so schemes will not need to stop, but that funding would not be available for future capital investment.

The Chairman expressed thanks to the Director and his team. The recommendations in the report were considered and agreed. A decision record is attached to these minutes.

136. HEALTH AND SOCIAL CARE SYSTEM RESILIENCE 2022/23

Cabinet considered a report of the Director of Adults' Health and Care on the activities undertaken to maintain system resilience in the discharge of Hampshire residents from hospital settings. The Director drew attention to the finance section of the report which detailed the funding challenges that would impact services to support residents leaving hospital. Responding to questions, the Director explained that the Hampshire and Isle of Wight Integrated Care Board (ICB) were in Tier 4 financial recovery and needed to reduce spend in a number of areas. The County Council had been funded by the ICB to deliver some NHS responsibilities, which may need to reduce if funding was withdrawn.

The Cabinet acknowledged the excellent performance and expressed appreciation of the work undertaken, noting the challenges ahead and the intention for the County Council to continue to work closely with the ICB on savings plans to reduce the impacts to service provision for vulnerable patients.

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

137. SERVING HAMPSHIRE - 2022/23 YEAR END PERFORMANCE REPORT

Cabinet considered a report of the Director of People and Organisation on the strategic oversight of the County Council's performance against the Serving Hampshire Strategic Plan. It was heard that performance had generally improved across the year building on strong performance at the half year point, with two thirds of targets already met at the mid-point of the four-year plan. It was noted that targets were aspirational and challenging and Directorates had plans in place to meet them.

In response to questions around the sickness absence and employee wellbeing, the Director described how the County Council supports the wellbeing of employees including a comprehensive suite of support tools and events to ensure an interactive focus and a free confidential support programme through Health Assured.

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

138. **H2050 VISION REVALIDATION AND MID-YEAR REVIEW OF HAMPSHIRE COUNTY COUNCIL'S SERVING HAMPSHIRE STRATEGIC PLAN**

Cabinet considered a report of the Director of Hampshire 2050 and Director of People and Organisation regarding a review of the Hampshire 2050 Vision and mid-term review of the Serving Hampshire Strategic Plan.

Cabinet heard that the outcomes of the revalidation work indicated that the Vision remained largely fit for purpose, and updates were proposed to reflect the economic changes and enable wider engagement and integration with the Serving Hampshire Strategic Plan. The mid-term review of the Serving Hampshire Strategic Plan strengthens alignment with the Vision and alongside a refresh of the corporate performance framework, a revised Performance Assurance Framework is proposed to ensure improved oversight of the County Council's delivery against its Strategic Plan and contributions to the H2050 Vision.

The Director of Hampshire 2050 explained that the Hampshire 2050, Corporate Services and Resources Select Committee had scrutinised the report at its meeting on 13 July. The Select Committee was broadly in support and had provided feedback in writing via the Chairman of Cabinet. The letter was attached to the report. The Select Committee requested an additional recommendation recognising the importance of national policy in delivering the County Council's vision, as follows:

That Hampshire County Council approaches Government relating to constraints which may need to be overcome to achieve our vision.

The recommendations set out in the report and the additional recommendation, above, were considered and agreed. A decision record is attached to these minutes.

139. **WASTE DISPOSAL RECYCLING ARRANGEMENTS**

Councillors Fairhurst, Forster, North and Warwick declared a personal interest in this item, as elected members of district and borough councils within Hampshire.

Cabinet considered a report of the Director of Universal Services on financial and operational arrangements between the County Council and the district, borough and unitary authorities within Hampshire. The Director explained the background to the inter-authority arrangements which had been in place since the 1990s as set out within the report, and the factors which had led to a review of the arrangements; in particular the Resources and Waste Strategy and the waste management measures within the Environment Act 2021, which requires changes to the approach for processing materials and therefore the existing arrangements were no longer fit for purpose.

The Director briefly explained the proposed financial and operational arrangements as set out in the report which would ensure the County Council's contribution for costs both initial and ongoing. In response to questions, the

Director confirmed that there had been extensive engagement over the last five years, including consultative works and working groups with all interested parties provided with opportunities to contribute to the proposal.

The Chairman thanked the Director and officers for the extensive work on this matter. The recommendations in the report were considered and agreed. A decision record is attached to these minutes.

140. HCC CARE SERVICE AND CAPITAL STRATEGY

Cllr Porter provided a written submission which had been circulated to Cabinet. She expressed support for the redevelopment and conversion of existing buildings, and disappointment at the potential loss of affordable accommodation at Merrydale, which she believed could be further utilised whilst redundant buildings were repurposed.

Cabinet considered a report of the Director of Adults' Health and Care on the proposed future direction of the County Council's Older Adults service portfolio and supporting capital investment strategy.

The Director outlined proposals for changes to the care home model to increase specialist provision including dementia care and for complex nursing needs, and homes which are fit for the future. The proposals, subject to consultation, include the closure of five homes, two of which had been closed since 2021, the expansion and remodelling of three existing homes and the provision of three new build homes. The expected timescale was five to seven years and would provide specialist support to residents over the next 30-40 years. The initial capital investment was significant but would yield savings overall and increase the number of care beds by approximately 100.

Responding to questions, the Director confirmed the importance of the County Council retaining its position as a provider in this sector. The County Council is required to step in at times to provide support when it fails elsewhere, and is in a good position to support the private sector to exit the market safely when needed. Disruption to residents would be limited by carrying out work in stages to avoid the need to move out. The County Council has a good track record in managing change and working with residents and families to ensure positive and improved outcomes.

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

141. EXCLUSION OF THE PRESS AND PUBLIC

That the public be excluded from the meeting during the following item of business, as it was likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during this item there would be disclosure to them of exempt information within Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, and further that in all the circumstances of the cases, the public interest in

maintaining the exemption outweighs the public interest in disclosing the information, for the reasons set out in the exempt report.

142. **PARTNERSHIP ARRANGEMENTS**

Cabinet considered an exempt report of the Chief Executive on its partnership arrangements.

The recommendations in the report were considered and agreed, subject to the amendment set out in the exempt minute. A decision record is attached to these minutes.

[Summary of an exempt minute]

Chairman,

HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Cabinet
Date:	10 October 2023
Title:	Driving Towards Economic Strength
Report From:	Director of 2050 and Assistant Chief Executive

Contact name: Gary Westbrook, Director of 2050 and Assistant Chief Executive

Tel: 0370 779 8940

Email: gary.westbrook@hants.gov.uk

Purpose of this Report

1. The economy weathered the cost-of-living crisis much better than most expected but the full force of inflationary pressures and associated increases in interest rates has yet to be felt. Therefore, the economic outlook continues to be challenging for both businesses and residents across Hampshire. The focus for this and future reports is the required actions for working towards retaining the economic strength for Hampshire, recognising the importance of a strong and prosperous economy as a critical enabler of wider long-term outcomes across the County.

Recommendations

It is recommended that Cabinet:

2. Continues to note the potential impacts of the prolonged economic slowdown and confirm that supporting the Hampshire Economy remains a priority for the County Council, including continuing to invest in infrastructure and support businesses, during an extremely challenging time increasingly characterised by rising unemployment, increasing number of business failures, a prolonged period of flatlining growth with the economy possibly entering a mild recession later this year.
3. Note the analysis of the economic impact and issues highlighted which emphasises that the County Council continues to use its scale and influence to drive towards long term economic strength in Hampshire, through shaping and influencing the key priorities set out in the Economic Strategy approved by Cabinet in December 2022. This also includes the County Council's role in promoting place-based Regeneration and Growth Partnerships.

4. Agrees the proposals for a County-wide approach to governance and former LEP services and programmes post 31 March 2024 following the recent Government announcement that Upper-tier Local Authorities will take on the responsibility for LEP functions from April 2024.

Executive Summary

5. The economic picture towards the end of the summer continues to mirror the national economic outlook reflecting on-going economic challenges, fuelled by the strength of domestic inflation, rising interest rates, flatlining business activity and increasing evidence of the labour market softening.
6. The Hampshire and Isle of Wight economy remained resilient in the first half of this year despite the challenges posed by rising interest rates, high inflation, and the cost-of-living crisis which has raised hopes that the economy will escape recession this year. However, the latest evidence from regional business surveys and official sources suggests that the start to the third quarter was somewhat disappointing and that there is a possibility that the economy might find itself in recession in the second half of the year. Independent forecasts suggest that any economic contraction in Hampshire is likely to be very mild with economic growth returning in 2024.
7. The report does make reference to a number of positive examples of inward investment, major contracts and mergers and acquisitions, which continue to demonstrate that despite the challenging economic picture, Hampshire continues to be an attractive place for inward investment and business growth.
8. As has been noted previously, the County Council has continued its ambition to increase Hampshire's competitiveness and ensure sustainable rates of economic growth that would lead to increases in wages, living standards and economic prosperity over the medium-to-long term. This is mirrored in relatively strong employment and labour market figures in comparison to national averages, and particularly workforce productivity measures.
9. This report provides the most recent overview of the impact of the slowdown on Hampshire's economy and outlines those issues where the County Council can use its scale and influence to contribute to economic recovery going forward.

The current economic challenge and our response

10. Our preliminary estimate suggests that the Hampshire and Isle of Wight economy expanded by 0.2% in the second quarter and in line with the UK average. Output growth was driven by tourism-related activities, manufacturing, and information and communication. Faster growth in the second quarter was

held-back by falling output in professional, scientific, and technical services, and transport & storage.

11. The Hampshire & Isle of Wight economy has remained resilient in the first half of this year despite the challenges posed by rising interest rates, high inflation, and industrial action. Estimated output growth in June (0.5% compared to the previous month) was better than expected but the start to the third quarter was somewhat disappointing.
12. The latest evidence from a regional survey of purchasing managers (PMI survey) suggests that the number of UK regions that reported growth in business activity falling to its lowest level in six months in July amid a broadening decline in demand. Only half of the 12 UK regions and nations recorded growth in business activity in July.
13. PMI data suggests that business activity in the region contracted in July for the first time in six months. Poor sales, strikes and elevated interest rates reportedly constrained output growth. Volume of new orders (a leading indicator of economic growth over the short-term) also fell with rising rates constraining demand and delaying investment decisions.
14. Consumer sentiment in the UK fell in July under the strain of high inflation and rising interest rates. Consumers are increasingly concerned about personal finances and wider economy over next the 12-months and there are some early signs that consumers might be pulling back on spending.
15. Retail sales volumes have held up well in the second quarter but sales volumes in July fell for the first time since March. The fall was worse than expected but poor weather was one of the contributing factors that constrained growth in sales in July.
16. Business investment in the UK increased in the second quarter and it stood almost 7% higher than a year ago but forward-looking data suggests that business investment could come under strain later this year. Survey evidence from the Bank of England points to subdued investment intentions, corporate credit conditions and activity in the commercial property sector.
17. Total demand for commercial floorspace (commercial take-up) in Hampshire and Isle of Wight stood at 320,000 sq. ft in the two months to 21 August with general industry continuing to remain the largest market and accounting for 91% of total new demand in Hampshire, followed by offices at 5.4% and retail at 3.2%. There was again no take-up by the leisure sector which perhaps points to a negative effect of cuts to discretionary spending on demand for leisure-related investment.
18. A slowdown in business activity and demand is expected to hit occupancy rates across all property sectors. Given that the industrial market has historically been less cyclical it should be more resilient to any downturn than the other

markets that are more exposed to cuts in discretionary spending and changing work practices.

19. Business intelligence from Hampshire's Economic Development team suggests that Hampshire continues to receive a steady flow of inward investment enquiries from the Department for Business and Trade, but private investment was relatively subdued in the first half of this year.

20. Alongside the take up of commercial space, a number of recent investments and new contract awards have been made over the past quarter including:

- AiLab (Artificial Intelligence Laboratory) take-up of office space in Southampton's Ocean Village Innovation Centre (OVIC), to further expand AI education and workshops.
- Aerospace firm Britten Norman confirmed plans to bring aircraft manufacturing back to the Isle of Wight by building a zero-emissions Islander aircraft at a site in Bembridge, with plans to launch in 2026.
- Hampshire will benefit from the Ministry of Defence awarding BAE Systems a 10-year contract worth £270 million to support the Royal Navy's three main radar systems. The support contract and joint investment secures around 400 highly skilled British jobs and underpins BAE Systems' radar business in Cowes on the Isle of Wight, and Portsmouth in Hampshire.

21. The acquisition market was relatively quiet over the summer months, with notable takeovers in two higher value-added sectors (aerospace and information and communication):

- Farnborough-based aircraft services company Up and Away has been acquired by global group Unifi Aviation.
- Web application agency Steadfast Collective, based in The Old Corn Exchange, Romsey has acquired Lobo Creative based in Wimborne, Dorset.

22. Between mid-March and early April Visit Hampshire in collaboration with six of Hampshire's leading attractions (Beaulieu, Bombay Sapphire, Gunwharf Quays, Paultons Park, Portsmouth Historic Dockyard and Spinnaker Tower) ran a marketing campaign (using out of home and digital platforms) aimed at boosting visitor numbers from London to Hampshire. The campaign reached 3.9 million people with the latest data from ONS suggesting that tourism and related activities were the main driver of economic growth in the second quarter.

23. Intelligence from Visit England suggests that the cost-of-living crisis is expected to affect discretionary spending on tourism-related activities with people looking to make savings on accommodation, activities and eating out. They are likely to visit and undertake free activities in more outdoors areas and take fewer spa, beauty and wellness breaks over the next 12 months which will in turn weigh on turnover and growth.

24. Anecdotal intelligence from Hampshire's tourism team suggests that self-catering providers are reporting that bookings continue to be last-minute and for shorter periods, with more swapping week-long for long weekend stays. The wet summer has meant that indoor attractions have fared better than outdoor in Hampshire and across the rest of the nation.
25. Hampshire's important cruise sector has rebounded strongly post pandemic. Seven new cruise ships will make their first visits to Southampton in 2023 amongst an estimated 2 million passengers on nearly 500 vessels. Portsmouth is looking to triple the number of passengers welcomed on cruise calls from 35,000 in 2022 to 97,000 on 83 ships in 2023. Southampton port estimates that on average each cruise call is worth £2.7m to the local economy.
26. Government policy is focusing on regulating short term holiday lets, particularly in parts of the country where locals are finding it increasingly difficult to find residential accommodation. This isn't a major issue across most of Hampshire with its well-developed stock of serviced and non-serviced accommodation.
27. House prices in the UK increased in June according to HM Land Registry data and prices in June were 1.7% higher than at the same time last year. According to Halifax house prices fell in July and prices were 2.4% lower than at the same time last year. The alternative index from Nationwide that is arguably slightly more representative of southern England suggests that house prices in the UK fell by 0.2% in July and that prices were -3.8% lower than at the same time last year.
28. HM Land Registry data suggests that house sales in Hampshire & Isle of Wight fell by about 30% in April compared to March. Timelier data on sub-national house prices suggests that the County area saw a small monthly fall in house prices in June following growth in May but on annual basis house prices in the County Area were 1.6% higher than at the same time last year. House prices in Portsmouth, Southampton and Isle of Wight increased in June and remain higher than last year.
29. With the average house price at £379,777 in June or about a third above the national average, housing affordability in the County area continues to be stretched by historic standards. High mortgages are expected to price many people out of the market in low affordability areas like Hampshire and this is expected to lead to a further fall in housing transactions. A further decrease in house prices across Hampshire look likely but a trend towards longer mortgage terms and relatively strong growth in wages means that house prices may not fall as far as previously thought.
30. Consumer price inflation in the UK eased to a 17-month low of 6.8% in July. The fall in the headline rate was in line with the Bank of England expectations and largely explained in terms of the lower utility price cap. Core inflation (excluding food and energy) was unchanged at 6.9% and services inflation

increased to a 32-year high of 7.4%. The outcome for core inflation and services inflation was worse than expected.

31. Survey evidence from PMI survey suggests that business selling prices (output price inflation) in the region were still elevated in July, but prices charged increased at slowest pace in 23 months. Business costs edged higher in July but the pace of the increase was the second slowest over the past 28 months. Anecdotal evidence from the region suggests that cost pressures were coming from wages, food, insurance, and some raw materials.
32. HMRC data suggests that PAYE wage growth in Hampshire & Isle of Wight increased by 9.1% in the three months to July compared to the same period last year and that pay in Hampshire increased faster than in the Southeast. Thus, for the first time since inflation started to increase, growth in PAYE pay is running ahead of price increases.
33. With CPI inflation falling below PAYE wage growth, the cost-of-living crisis appears to be coming to an end. The weakness in the labour market usually precedes a slower growth in wages but several national survey indicators suggest that earnings growth may well have peaked.
34. The performance of Hampshire & Isle of Wight labour market has been mixed. Early estimates suggest that PAYE employment in Hampshire and the Isle of Wight increased by 3,100 to a record high of 913,400 in July. Monthly growth was comparable to the Southeast average and annual growth was relatively strong at 1.8%.
35. Self-employment continues to bear the brunt of both the impact of the pandemic and the cost-of-living crisis. Official data from ONS suggests that self-employment in Hampshire and Isle of Wight decreased by about 5,800 in the year to March 2023 compared to the previous year.
36. Unemployment in Hampshire and Isle of Wight on the broader headline (survey-based) measure stood at 3.2% in the year to March 2023 compared to the previous year, up 0.2 percentage points on the year.
37. Unemployment and youth unemployment on the narrower (claimant count) measure of unemployment remained broadly unchanged last month but the number of vacancies (online job postings) fell by 4.6% in July, a slightly smaller decrease than in the Southeast.
38. On most headline labour market outcomes Hampshire and Isle of Wight compares favourably with the national average. Economic activity stands at 80.7% and the employment rate at 77.5%, both above the national average but unemployment on the survey-based headline measure is now above the national average. The County area headlines are better than the South-East average, but unemployment is now also above the regional and national average.

39. The latest national data from ONS points to some clear signs of weakness in the labour market. Employment and job vacancies decreased while redundancies and unemployment increased. Thus, it is likely that a prolonged period of flatlining business activity will eventually catch up with the labour market in Hampshire and Isle of Wight.
40. Sticky core and services inflation and strong growth in wages suggest that there is probably enough inflationary pressure for another 0.25% increase in interest rates to 5.5% in September but falling business activity alongside some early signs of weakness in the labour market could prevent further rises in interest rates.
41. Interest rates are thus expected to peak soon and are likely to stay unchanged until late 2024 or even early 2025. This will in turn mean that mortgage rates are likely to stay higher for longer which will affect consumer spending and with that business investment and growth will equally be adversely affected.
42. According to the Bank of England some 70% of medium-sized businesses, those with a turnover of between £10m and £500m may struggle to meet repayments on their debts by the end of 2023. There are 1,190 medium-sized businesses in Hampshire (940 of which have turnover of at least £10m) or 1.5% of all businesses. Medium-sized businesses provide around one in every eight jobs but according to Nesta they tend to be more resilient to economic downturns.
43. July's public finances figures were better than expected as they revealed an undershoot of the OBR's forecast for public borrowing. So far, this financial year, the Government has borrowed £56.6bn or £13.7bn more than the same period in 2022 but this is £11.3bn less than the Office for Budget Responsibility (OBR) predicted at the time of the March 2023 budget.
44. A survey by the BBC's Shared Data Unit of 190 upper tier authorities found that council chiefs expect to be £5.2bn short of balancing the books by April 2026, even after making £2.5bn of planned cuts. A number of economic headwinds such as inflation, National Living Wage, high energy costs and increasing demand for services were adding to pressures faced by local authorities. The average council now faces a £33m predicted deficit by 2025-26 with councils increasingly falling back on reserves.
45. The implications from falling business activity and the full effect of higher interest rates are yet to feed through the economy which may result in the UK entering into a recession later this year according to several economic consultancies and banks. The latest sub-national forecasts from Experian (June 2023) suggest that Hampshire and Isle of Wight economy is expected to contract by just 0.1% in 2023 as a whole but growth in the first half of the year points to a larger contraction in the second half of this year.
46. Experian forecasts suggest that Hampshire's economy is expected to expand by 0.9% in 2024 and by 1.5% on average between 2024 and 2027. Economic

growth over the next three years is expected to be slower than the average rate of growth observed in the pre-pandemic decade (2.1% per annum).

The latest *Economic Intelligence Dashboard* (Annex 1) produced in late-August contains additional information on the current economic trends and business intelligence.

LEP Disaggregation

47. Local Enterprise Partnerships have played an important role in supporting local economic growth since 2011. They have brought together businesses, education and local government with a clear strategy for economic success and have targeted funding to the areas that will benefit most at a local level, releasing economic capital.
48. The Levelling up White Paper set out the Government's commitment to extending devolution across England, empowering local leaders and integrating LEP functions into local democratic institutions. In August 2023 Government confirmed their expectation that those LEP functions carried out under current core funding agreements (business representation, strategic economic planning, and responsibility for delivery of specific government programmes where directed, including Growth Hubs, and Careers Hubs) to now be exercised by upper tier local authorities where they are not already delivered by a Combined Authority, or in areas where a devolution deal is not yet agreed.
49. The County Council will therefore have accountability, funding and responsibility for these functions from the 1 April 2023, and any future governance or partnership arrangement would need to reflect this.
50. Government also expects that any reserves and assets built up using public funds will remain within the public domain and be transferred to the relevant local authority. Where there have been funding arrangements in place such as the Growing Places Fund, use of financial reserves established through the fund should be determined in line with the decision of the relevant Section 151 officer. Decisions on the transfer of assets should be agreed by the LEP, its Accountable Body, and respective local authorities by March 2024.
51. The County Council will therefore ensure, through agreement with respective Accountable Bodies, that any funding or assets transferred as part of new accountabilities and responsibilities would be ring-fenced for future uses supporting economic development and relevant infrastructure across the County area.
52. Some LEPs may choose to continue operations without core funding, either until a devolution deal is agreed for their area or in perpetuity. Government however will not provide any further core funding to LEPs in their existing form and whether to enable the LEP to continue to deliver previous LEP core services is the decision of the Upper-Tier Authority.

53. The Government has committed to providing Local Authority funding for 2024/25, but funding after this time will be subject to future Spending Review decisions.

A Functional Economic Market Area

54. Hampshire and the Isle of Wight is covered by two separate Local Enterprise Partnerships (LEPs) areas, Enterprise M3 which covers the North and Central parts of Hampshire and West Surrey, and Solent LEP which covers South Hampshire including the Isle of Wight and the cities of Southampton and Portsmouth.

55. Moving the LEP functions to upper-tier authorities provides an opportunity for economic strategy and delivery to take place across a more significant geographic and economic scale (a Functional Economic Market Area), recognising that to attract significant investment and infrastructure into the area there needs to be a larger critical mass than the one that can be provided through the two separate LEPs.

56. Much of evidence for a regional functioning economic area has already been presented to Cabinet through the Pan-Hampshire County Deal Prospectus submitted to the Secretary of State in 2022. This recognised a distinct regional sector mix, a highly integrated regional supply chain and well evidenced labour market flows. Ministers have also been very clear that a deal working at this strategic geography and scale offers significant economic opportunities and would bring substantial benefits for communities and businesses across the whole area.

57. The table below demonstrates the relative size of the economy across the wider Pan-Hampshire economic area, utilising Gross Value Added (GVA) and Business Rate Receipts as indicators of the economic value and productivity of the Pan-Hampshire region. This demonstrates the significant economic potential and scale of Hampshire as a single economic area as a national asset to the UK economy, as well as the relative size and significance of the various sub-geographies that exist across the region.

	Local Authorities	Population	GDP, 2021 £m	GVA, 2021 £m	GVA growth
			2021 (current prices)	2021 (constant 2019 prices)	% p.a. (2009-2019)
Hampshire County Area	B'stoke & Deane	177,800	£6,881	£6,478	5.4
	Hart	97,600	£3,166	£2,965	2.1
	Rushmoor	94,400	£6,199	£5,895	7.2
	Test Valley	127,200	£3,621	£3,430	2.1
	Winchester	125,900	£5,425	£5,157	4.8
	East Hampshire	123,800	£2,705	£2,582	4.6
	New Forest	179,600	£4,931	£4,657	1.5
	Eastleigh	135,500	£4,484	£4,385	2.0
	Fareham	116,300	£3,191	£3,040	2.1
	Gosport	84,700	£1,140	£1,067	1.0
	Havant	126,300	£2,610	£2,508	0.0
	Total	1.4m	£44,353	£42,164	2.7
Unitary Local Authorities in Pan- Hampshire	Isle of Wight	142,300	£2,589	£2,478	1.3
	Portsmouth	214,700	£6,718	£6,285	1.9
	Southampton	252,900	£6,768	£6,163	1.2
	Total	0.6m	£16,075	£14,926	1.5

58. The most widely used approach to define FEMAs is by reference to Travel to Work Areas (TTWAs). Travel to Work Areas (TTWAs), are relatively self-contained labour market areas where at least 75% of the resident economically active population work in the area. In defining FEMAs attention is frequently paid to the importance of administrative boundaries.

59. Data confirms that 86% of Pan-Hampshire residents live and work in Hampshire and Isle of Wight which is well above the ONS TTWA threshold rate of 75% that is used to define FEMAs. The self-containment rate among people that work in Hampshire is even higher at 89% suggesting that 89% of all jobs in Hampshire are taken by the Hampshire residents. Growth in remote and hybrid working will likely see even higher self-containment in future. Within this large FEMA there are several smaller areas that can be defined in terms of major economic, business or labour market outcomes.

60. A high labour market self-containment in Hampshire has been underpinned by a large number of businesses (92,000 local business units) that provide over 1 million job opportunities to Hampshire residents. Hampshire and Isle of Wight is on average 10% more productive than the UK average, all thanks to a concentration of both higher value-added services and advanced manufacturing businesses in both the northern and southern parts of Hampshire (see table below).

	Local authorities	Productivity 2021 % relative to UK	Businesses 2022	Jobs 2021	Job density, 2021 per work.age pop.
Hampshire County Area	B'stoke & Deane	31.2	8,645	99,000	0.84
	Hart	54.2	5,065	41,000	0.66
	Rushmoor	103.3	3,970	56,000	0.85
	Test Valley	-7.3	6,920	74,000	0.93
	Winchester	4.6	8,915	100,000	1.28
	East Hampshire	-3.4	7,200	49,000	0.66
	New Forest	12.1	9,115	79,000	0.81
	Eastleigh	9.3	6,430	71,000	0.85
	Fareham	1.8	5,270	58,000	0.85
	Gosport	-8.2	2,350	25,000	0.49
	Havant	-0.5	5,110	47,000	0.64
	Total	n/a	69,000	698,000	0.82
Unitary Local Authorities in Pan Hampshire	Isle of Wight	-17.0	5,635	61,000	0.77
	Portsmouth	1.1	7,810	125,000	0.90
	Southampton	-6.5	9,675	132,000	0.78
	Total	n/a	23,120	317,000	0.82

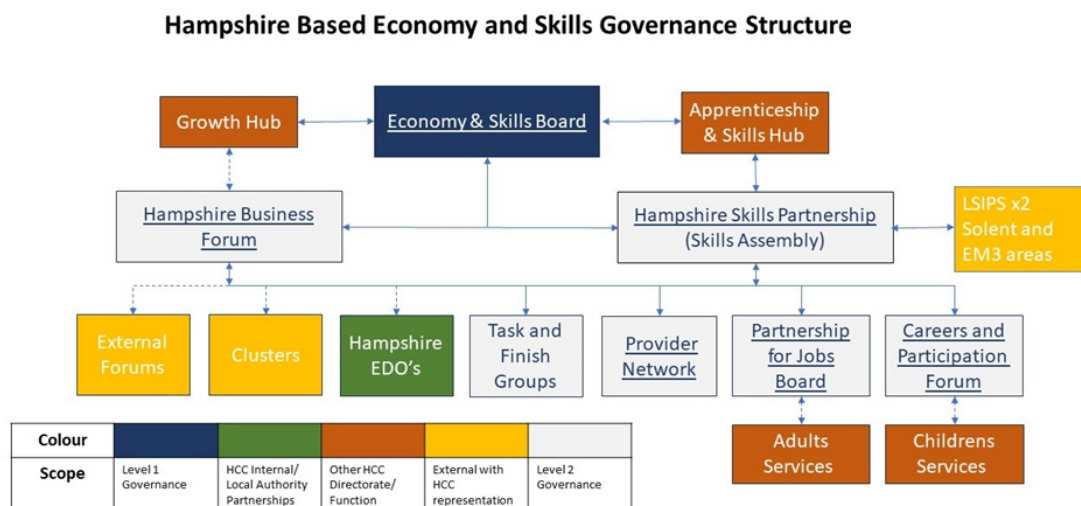
61. Hampshire is also home to a critical national and regional infrastructure that includes 13 major business parks including Cody Technology Park, Farnborough Business Park and Chineham Business Park in north Hampshire and Southampton Science Park and Solent Business Park in central and south Hampshire/Solent. There are above the national average concentrations of professional and business services, advanced engineering (1.4 times the national average) and aerospace & defence (1.6 times the national average). All of these activities are concentrated in both the northern and southern of parts Hampshire.
62. Economic sub-areas within Hampshire also face common challenges that relate to labour supply, skills and economic competitiveness. For example, the latest official population projections suggest that by 2031 Hampshire and Isle of Wight working age population is expected to decrease with a further decrease in Hampshire's workforce by 2041. The outlook for Hampshire and Isle of Wight over the next two decades is weaker than for the South East and UK both of which are projected growth in working age population to 2041.
63. Alongside the challenges associated with future labour supply there is a substantial mismatch between the demand and supply of skills among for example several occupations such as nursing and care professionals or skilled manufacturing trades where nearly half of workers are aged 50 years or older. The labour supply and skills, FDI and other challenges that relate to international competitiveness such as exports (Hampshire is the largest exporting region in South East and the County Area is the most export intensive county in the Country) are best addressed at a larger geographical scale recognising that there are significant positive spillovers across the whole Functional Economic Market Area (FEMA).

64. Despite clear socio-economic evidence and Ministerial agreement to the basis of a Pan-Hampshire socio-economy, local agreement has not been achieved with neighbouring Unitary Authority Leaders on this being the most appropriate geographical footprint.

65. The County Council has therefore taken a position to be respectful of neighbouring authority sovereignty and has publicly stated a position to continue to work in partnership with all neighbouring authorities for the interests of Hampshire residents. This position is also cognisant that 1.4 million Hampshire residents cannot be held back from future investment, new powers and economic opportunity as a consequence of Leaders of the neighbouring Unitary Authorities not wanting to progress with Government's offer of a Deal.

Post LEP Governance

66. Government guidance encourages upper tier local authorities to create or continue to engage with an Economic Growth Board (or similar) made up of local business leaders and relevant representative bodies to (a) provide the view of local businesses as part of regional decision making and (b) work with local leaders to create a broad economic strategy for the area. For the County Council to discharge this function across both its functional economic area and local authority boundary, it is proposed to create a new governance structure to replace the two separate structures that exist under the current local LEP arrangements.



67. The strategic context for a County-wide approach to Economy and Skills is provided by the work of the Hampshire 2050 Commission of Inquiry that took place in 2019 (<https://documents.hants.gov.uk/hampshire2050/2050-summaryreport2019.pdf>). This identified the key elements needed to secure Hampshire's future as one of the most successful Counties in the Country, and to enable people from all backgrounds the opportunity to benefit from that success. One of the key elements of the Hampshire 2050 vision is how to

respond to a changing economy to ensure Hampshire is able to continue to compete both nationally and internationally.

68. The Council published a new Economic Strategy for Hampshire in January 2023 which is a key component in the delivery of the Hampshire 2050 Vision. (<https://documents.hants.gov.uk/business/hampshire-economic-strategy.pdf>). The Strategy is based on six capitals that all underpin economic growth which will directly relate to the focus of the Economy and Skills Board;
- a. Physical Capital
 - b. Natural Capital
 - c. Human Capital
 - d. Knowledge Capital
 - e. Social Capital
 - f. Institutional Capital

The Economy and Skills Board will own the Economic Strategy and be accountable for its delivery.

69. In developing this thinking, the County Council has written to the Leaders of neighbouring local authorities to understand the appetite for jointly developing a solution for the Pan-Hampshire economic area. The Leaders of Southampton City Council, Portsmouth City Council and Isle of Wight Council, have responded clearly stating their position to develop a solution for the Solent geography only. Alongside this, Surrey County Council are clear on a single solution for the Surrey County Council area, leveraging on the current Surrey Skills and Growth Board.

70. A Hampshire-wide Economy and Skills Board will therefore become the conduit for strategic discussion and decision making for the whole County area around the wider economic agenda, working with neighbouring local authorities on a wider pan-regional scale where appropriate. This will include relationships with Surrey to the North East as well as Southampton, Portsmouth and Isle of Wight to the South, but also strengthening strategically important economic relationships with Dorset, Wiltshire, West Sussex and West Berkshire.

71. The high-level board will ensure representation from business, education and local government which will identify key priorities and oversee delivery through a supporting structure of both strategic forums and delivery groups.

72. Business engagement is critical to determining priorities and it is proposed that a County-wide Business Forum will sit below the Economy and Skills Board to engage the County's key employers and to gain critical intelligence about the local economic conditions. Representatives from the Business Forum will sit on the Economy and Skills Board to provide business input at the most strategic level as per the Government Guidance.

73. It is also proposed that a Hampshire-wide skills partnership sits below the Economy and Skills Board to facilitate the delivery of the skills infrastructure needed to deliver economic growth, aligning the Local Skills Improvement Plans, supporting post 16 education, and identifying strategic programmes to

meet skills gaps. It is intended that this Board would oversee future government programmes within the accountable local authority areas such as Skills Bootcamps and future delivery of Careers Hubs.

74. The work of the Economy and Skills Board will be framed by the Hampshire Economic Strategy and based around themes such as Town Centre Regeneration, Housing Growth, Maritime, and Skills Retention and Development. These themes will be identified by the new Board in discussion with partners and based on evidence of the issues affecting economic success in the area.

75. The proposed strategic objectives for the Economy and Skills board are:

- Be accountable for the Hampshire Economic Strategy
- Support the significant ambition for inclusive economic growth in Hampshire and its Sub-Region, including the creation, support and enhancement of landmark business destinations and the attraction of national and international businesses around Hampshire's growing industrial strengths.
- Maximise the benefits of the designated Freeport, Enterprise Zones and any emerging Government opportunities as part of the wider region; whilst acting as a hub and catalyst for creativity and innovation.
- Drive the ambition for housing growth in sustainable and well-planned locations, including new affordable homes to meet identified housing needs
- Ensure effective connectivity between the existing and planned major conurbations, surrounding neighbourhoods, market towns and key business locations.
- Support the critical infrastructure improvements and national and regional connectivity through the further development of the highways, railway, port and digital networks.
- Ensure a focus on effective placemaking and achieve a high quality of spaces and buildings, whilst complementing the excellent built and environmental heritage.
- Encourage sustainability and minimise the carbon footprint of future developments as a whole.
- Encourage sustained collaboration between business and education to support current and future demands for skills within the labour market.
- Continue to engage with the resident and business communities to ensure the sustainable economic growth delivers broader social benefits to the people of Hampshire and creates a tangible sense of community.

76. To enable the Economy and Skills Board to act in a strategic capacity it needs to be small and agile. Whilst there will be some core membership, other members will be nominated from within their own sectors based on alignment to the agreed strategic priorities. Membership may change over time as priorities change and work is completed, but the proportion of membership per sector will remain constant. It is anticipated that Local Authority representation on the

Board will come from the Chairs of Task and Finish Groups delivering against agreed themes.

Next Steps

77. In accordance with the recent Government Announcement, the functions of the Local Enterprise Partnerships need to be integrated into Upper Tier Local Authorities accountability from 1 April 2024.

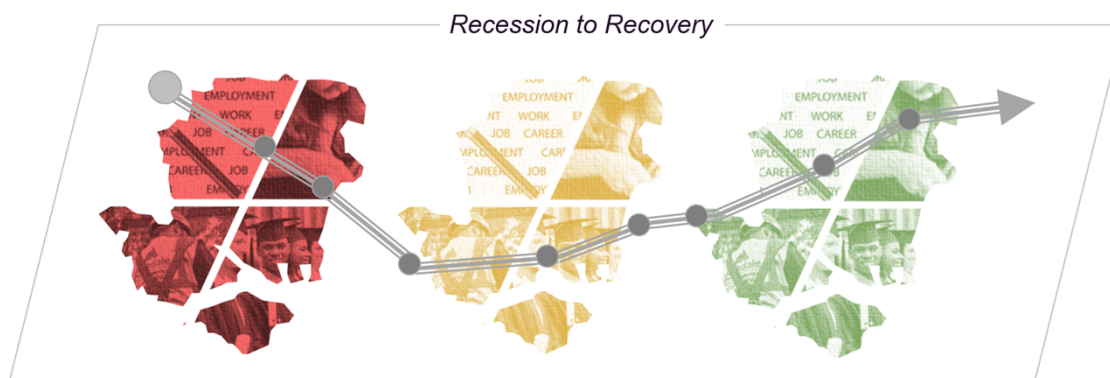
78. Work is already under way to fully understand the LEP functions and which will move over to the County Council. Both LEPs have been written to requesting relevant information, and work will now continue with Accountable Bodies to agree the relevant transfers of assets and resources in accordance with the current and future responsibilities transferring from the LEP to the Upper Tier Local Authorities.

79. To ensure that the new governance arrangements are fit for purpose and ready from 1 April 2024 it is proposed that a Shadow Board will be set up to run from 01 January to 31 March 2024.

80. This report sets out the proposed overarching governance principles that will deliver continued economic success across Hampshire in the post-LEP environment. There is still considerable work to be done to understand the detail around programmes and funding and therefore a more comprehensive strategy for the future of economic support is not possible at this time. However, the County Council is committed to working with District Councils, businesses, education providers and other partners to understand the most appropriate and effective solutions for Hampshire, through open dialogue and use of a strong evidence base identifying needs and opportunities for the future.

81. Conclusion

82. Despite continued economic challenges Hampshire performs well against Southeast and National averages, but unemployment continues to rise. The work the Council is doing in the employment and skills arena is a key part of overcoming these challenges and the disaggregation of the LEPs and the moving of functions to Upper-Tier authorities provides an opportunity to consolidate this work and deliver the services in the most efficient way. An Economy and Skills Board for the County area will provide a structure to identify the actions needed to maintain Hampshire's economic advantage and to monitor outcomes and impacts to ensure that Hampshire is a place where all can benefit from its economic success.



Hampshire Monthly Intelligence Dashboard

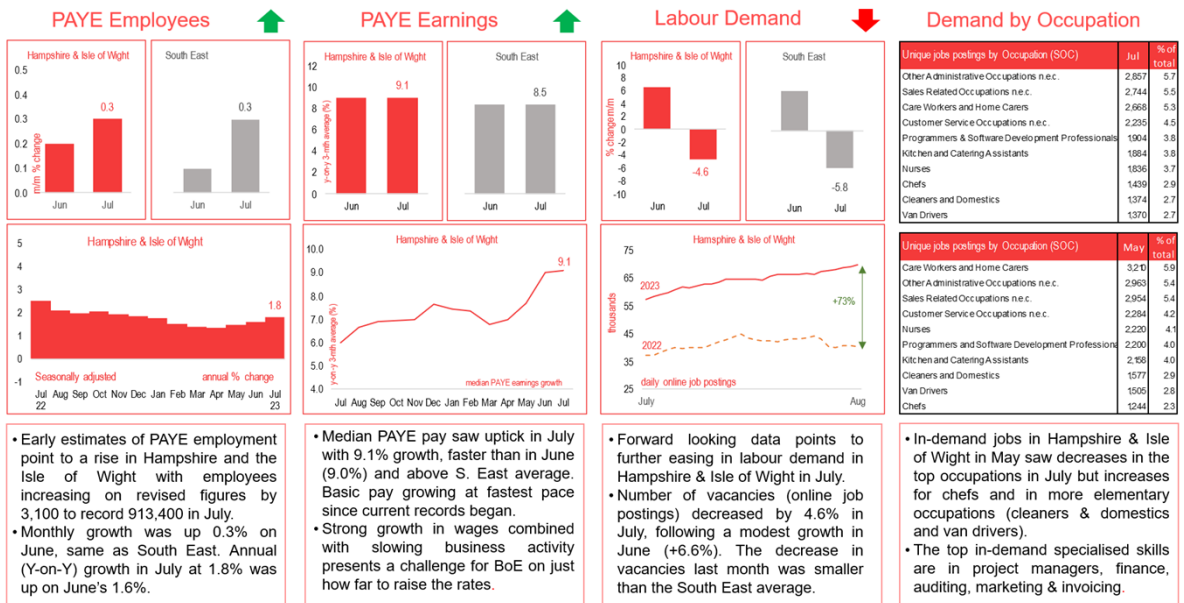
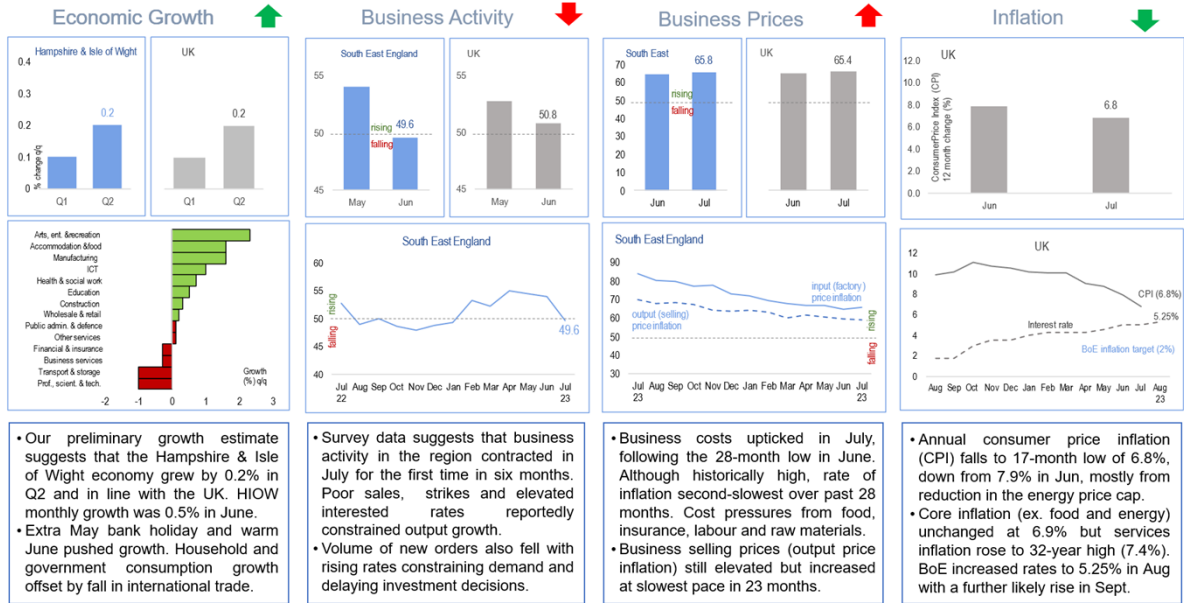
August 2023

Hampshire County Council
Hampshire 2050



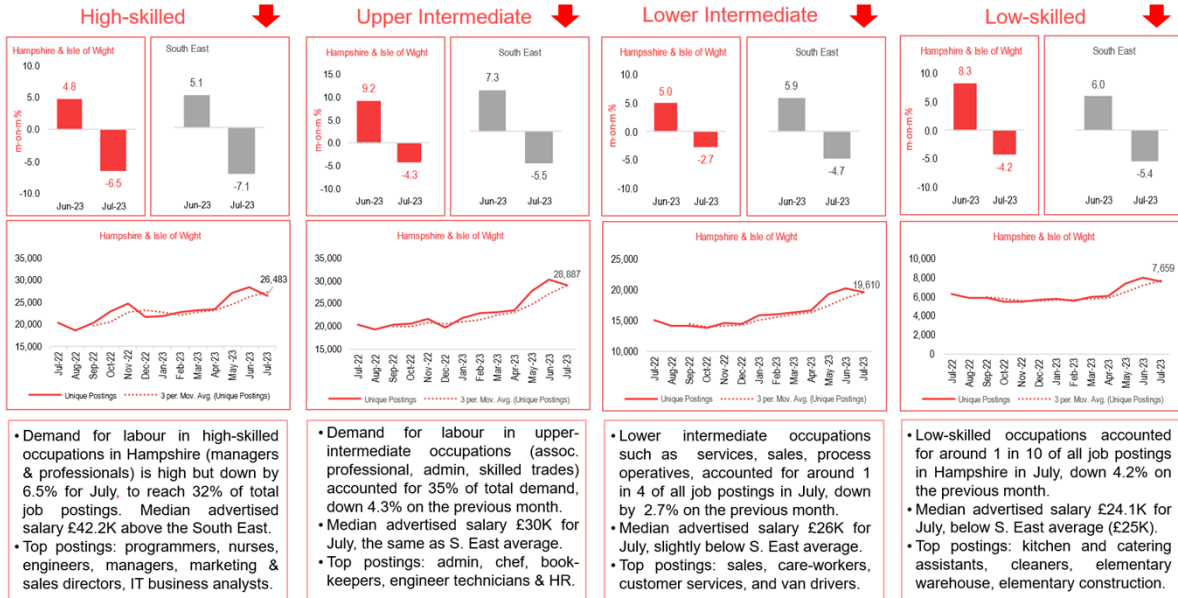
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Theme	Indicators	
Business Activity	<ul style="list-style-type: none"> Economic Growth Business Activity Business Prices Inflation 	Page 1
Jobs and Earnings	<ul style="list-style-type: none"> PAYE Employees PAYE Earnings Labour Demand Jobs Demand by Skills Level 	Page 2-3
Unemployment	<ul style="list-style-type: none"> Claimant Unemployment Local Claimants Youth Unemployment Local Young Claimants 	Page 4
Sentiment and Investment	<ul style="list-style-type: none"> Business Investment Retail Sales Consumer Confidence House Sales 	Page 5



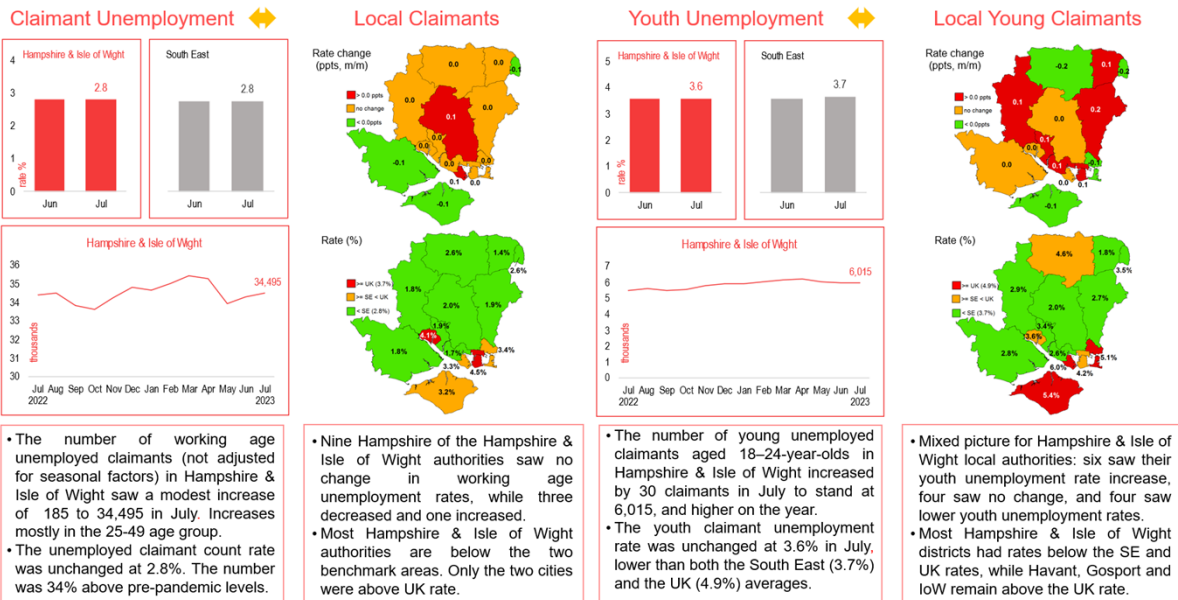
Jobs demand by skills-level (occupational demand)

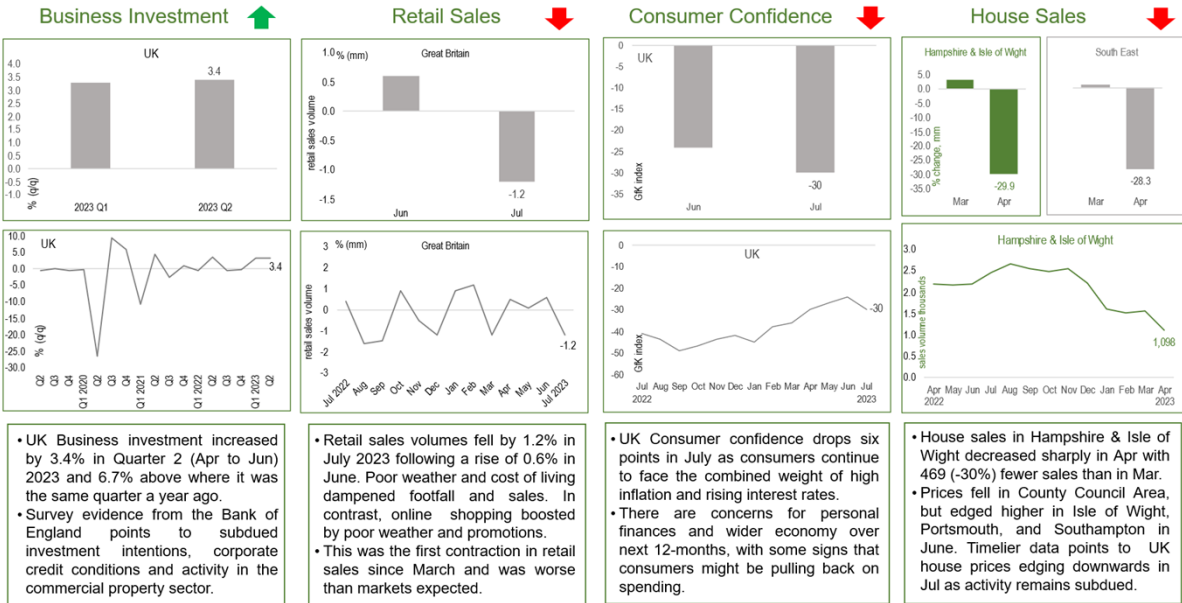
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Unemployment

4





How to read 'traffic lights':



Refers to decline or growth relative to the previous period (GVA, PMI business activity and business prices indicators, job postings, business investment, retail and house sales).

In the case of inflation, PAYE employment & earnings and consumer sentiment it refers to the direction of travel relative to the previous period.

For claimant count unemployment indicators the change refers to the rate not the level. For example, a decrease in youth unemployment would see a downward green arrow.



Little or no change on previous period.

* The local estimate is preliminary and it needs to be treated with a high degree of caution since it is based on the sectoral mix of Hampshire and the Isle of Wight and the national sectoral impacts.

Sources:

The primary data sources are the Office for National Statistics (ONS) and HMRC, while additional data comes from several commercial sources such as S&P Global, Lightcast, CBI, BCC, HM Land Registry and the Bank of England.

Monthly/Quarterly data for Business Activity, Jobs & Earnings, Unemployment and Sentiment & Investment.

In the case of several monthly indicators, the South East is used as a proxy geography for Hampshire.

Estimates of payrolled employees and their pay from HMRC Pay As You Earn (PAYE) Real Time Information are preliminary but seasonally adjusted. Employment figures differ from the ONS Labour Force Survey (LFS) data. Median pay figures differ from the ONS estimates and are based on gross PAYE earnings which do not cover other sources of income, such as self-employment.

For further information on Hampshire's labour market see Quarterly Labour Market Updates and Monthly Ward Claimant Count Reports available at:

<https://www.hants.gov.uk/business/ebis/reports>

This publication is produced by the Economic and Business Intelligence Service (EBIS), Hampshire County Council



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HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Cabinet County Council
Date:	10 October 2023 9 November 2023
Title:	Medium Term Financial Strategy Update and Savings Programme to 2025 Revenue Savings Proposals
Report From:	Chief Finance Officer and Director of Corporate Operations

Contact name: Rob Carr

Tel: 0370 779 2467

Email: Rob.Carr@hants.gov.uk

Section A: Purpose of this Report

1. The purpose of this report is to consider the overall financial strategy for dealing with the budget gap to 2025/26 in light of the various options available to the County Council and to present the high level outcomes from the public consultation exercise on balancing the budget.
2. As part of that overall consideration, this report details savings proposals that have been submitted by Executive Members as part of the Savings Programme to 2025 (SP2025).
3. The report examines the medium term financial prospects for the County Council to 2025/26 and takes the opportunity to update Cabinet on the financial monitoring position for 2023/24.

Section B: Recommendation(s)

It is recommended that Cabinet:

4. Confirms the current planning assumption that council tax and the social care precept will increase by the maximum permissible without a referendum, in line with government policy, will continue.
5. Approves for submission to County Council and subject to further consultation and executive decision making where necessary, the savings proposals in Appendix 2; after taking due regard of the consultation feedback and Equality Impact Assessments.

6. Approves further service specific consultations, where necessary, on the savings proposals set out in Appendix 2, prior to final decisions being made by Executive Members.
7. Restates and reinforces the requirement that should any savings proposal be rejected that alternative options to the same value will need to be developed by the appropriate directorate.
8. Notes the updated Reserves Strategy at Appendix 10 which shows that reserves have dropped by £38m since 2021/22
9. Notes the latest position in respect of the financial resilience monitoring for the current financial year.
10. **Recommends that County Council:**
 - a) Approves the Q1 report on treasury management activity at Appendix 1.
 - b) Approves the savings proposals in Appendix 2, subject to further consultation and executive decision making where necessary.
 - c) Provides delegated authority for the Director of Corporate Operations in consultation with the Leader and Chief Executive to allocate up to £5m from the Invest to Save Reserve to support Directorates in implementing their SP25 proposals.

RECOMMENDATIONS TO COUNCIL

Council is recommended to approve:

- d) The Q1 report on treasury management activity at Appendix 1.
- e) The savings proposals in Appendix 2, subject to further consultation and executive decision making where necessary.
- a) Delegated authority for the Director of Corporate Operations in consultation with the Leader and Chief Executive to allocate up to £5m from the Invest to Save Reserve to support Directorates in implementing their SP25 proposals.

Section C: Executive Summary

11. In recent years it has become customary to present the Medium Term Financial Strategy (MTFS) for approval in the autumn alongside the strategic plan to deliver the savings required for the following two year cycle. The main focus of this report is therefore the plan up to 2025/26 and approval of the detailed savings proposals that will be pursued as part of the Savings Programme to 2025 (SP2025) and to outline the results of the public consultation process.

12. Further information in respect of the budget setting process for 2024/25 will be provided in December, which will support the setting of the precept in February 2024.
13. The report also provides an update on the financial position for the current financial year, which shows significant pressures in School Transport which could lead to an additional pressure of around £18m by 2025/26. There are also emerging concerns in Adults' Services and the SEN service that will need to be closely monitored during the year to determine whether they will impact on the medium term forecast to 2025/26.
14. Financial sustainability of councils is a national concern at this time and the report includes an update on the County Council's financial resilience and sustainability, which still shows that 2025/26 represents a tipping point for the County Council as it is unable to balance the budget on a sustainable basis through the implementation of savings.

Structure of the MTFS

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

Section A	– Purpose of this Report
Section B	– Recommendations to Cabinet and County Council
Section C	– Executive Summary
Section D	– Contextual Information
Section E	– Savings Programme to 2025
Section F	– Summary of Savings Proposals
Section G	– <i>'Making the most of your money'</i> Consultation – Feedback
Section H	– Impact Assessments
Section I	– Strategic approach to budget setting
Section J	– Unavoidable Pressures
Section K	– Medium Term Forecast
Section L	– Financial Resilience and Sustainability
Section M	– 2023/24 Financial Monitoring
Appendix 1	– Treasury Management Q1 Monitoring 2023/24
Appendix 2	– Proposed Savings Options
Appendix 3	– Equality Impact Assessments – Adults' Health and Care
Appendix 4	– Equality Impact Assessments – Children's Services

- Appendix 5 – Equality Impact Assessments – Universal Services
- Appendix 6 – Equality Impact Assessments – Hampshire 2050
- Appendix 7 – Equality Impact Assessments – Corporate Services
- Appendix 8 – Outcome of ‘Making the Most of Your Money’ Budget Consultation
- Appendix 9 – Cumulative Equality Impact Assessment
- Appendix 10 – Reserves Strategy

Section D: Contextual Information

16. The Council began developing its Medium Term Financial Strategy (MTFS) to 2025/26 in Spring 2022, and an early update on progress was provided to Cabinet in July 2022 which set out the scale of the task facing the Council and a revised approach to savings development, which aimed to explore all possible options to tackle the predicted deficit.
17. At that stage, it was not clear whether the gap could be bridged through the actions of the County Council alone. Although the financial picture improved across the year due to a welcome boost in government funding and the ability to raise additional Council Tax income, the budget report to Cabinet and Council in February 2023 indicated that substantial reserves contributions would be required to bridge the 2024/25 gap and contribute to the gap in 2025/26 of £132m, in addition to any further savings that could be achieved. Council was therefore asked to agree that any early delivery of savings approved as part of the MTFS would be contributed to the Budget Bridging Reserve rather than Directorate Cost of Change Reserves.
18. As part of the financial outturn reporting process for 2022/23, a review of the Council’s reserves and commitments was undertaken. Through reprioritising earmarked funding, including monies set aside to fund future capital programmes and corporate policy objectives, £61.3m was redirected to the Budget Bridging Reserve to contribute to meeting the 2024/25 budget gap on a temporary basis. However, the budget gap to 2025/26 remained unaddressed.
19. The Council is not alone in facing a cliff edge deficit to 2025/26; a spate of recent articles reported in the national press have highlighted the scale of budget shortfalls which local authorities face. A recent survey of 190 Councils found that the average deficit would be some 60% higher by 2025/26 than it was two years ago. For Hampshire, the figure is 65%.
20. Although the government has provided some policy detail around the funding available to local government in 2024/25, the County Council is still in the position of having no visibility of its financial prospects to 2025/26. The government set Departmental Expenditure Limits to 2024/25 in the 2021 Spending Review published in October 2021, when inflation was running at around 4%. The government has since announced several extra packages of

funding for social care, most recently an additional £570m to be distributed through the Market Sustainability and Improvement Fund, from which Hampshire will receive a share of £7.2m.

21. Although the extra funding is welcome, the unpredictable nature of the funding announcements, in response to pressures in the sector reaching critical levels, clearly makes any accurate financial planning difficult to achieve. Despite the lack of any certainty from government, the MTFS assumes that all grant funding streams will continue at current levels, or proposed 2024/25 levels where these are higher, from 2025/26 onwards.
22. Whilst there are some signs that the key messages on funding requirements are getting through, local government as a sector will continue to push the Government for a complete overhaul of the funding system as promised in the Fair Funding Review back in 2016 (but never delivered) which needs to include a programme of multi-year rolling settlements that avoid the inevitable cliff edge that we face at the end of every Spending Review period.

Section E: Savings Programme to 2025

23. The County Council's planned and measured approach to setting a balanced budget over a two year period has served it well for many years, providing the time and capacity to properly deliver major savings programmes. Despite the considerable financial challenges which the Council currently faces, with a forecast budget shortfall of £86m next year, it is critical that the Council maintains a forward looking, proactive approach to support its future financial sustainability.
24. In recognition of the size of the financial challenge, directorates were not issued with 'straight line' savings targets as per previous savings programmes but were instead instructed to review what savings might be achievable if we were to move towards a 'bare minimum' provision of services. It is very difficult to define what a 'bare minimum' of services looks like in the context of the wide range of varied and complex services that we provide. It is however possible to define some principles against which to work, which include:
 - Resources will be focussed on statutory and critical services.
 - Discretionary preventative services will only be provided where there is a clear and demonstrable longer term value for money business case.
 - Resident services to be online by default, with appropriate alternatives available where required.
 - Enabling functions to be provided as efficiently and effectively as possible from the centre of the organisation at a level sufficient to provide an adequate level of corporate governance and informed decision making.

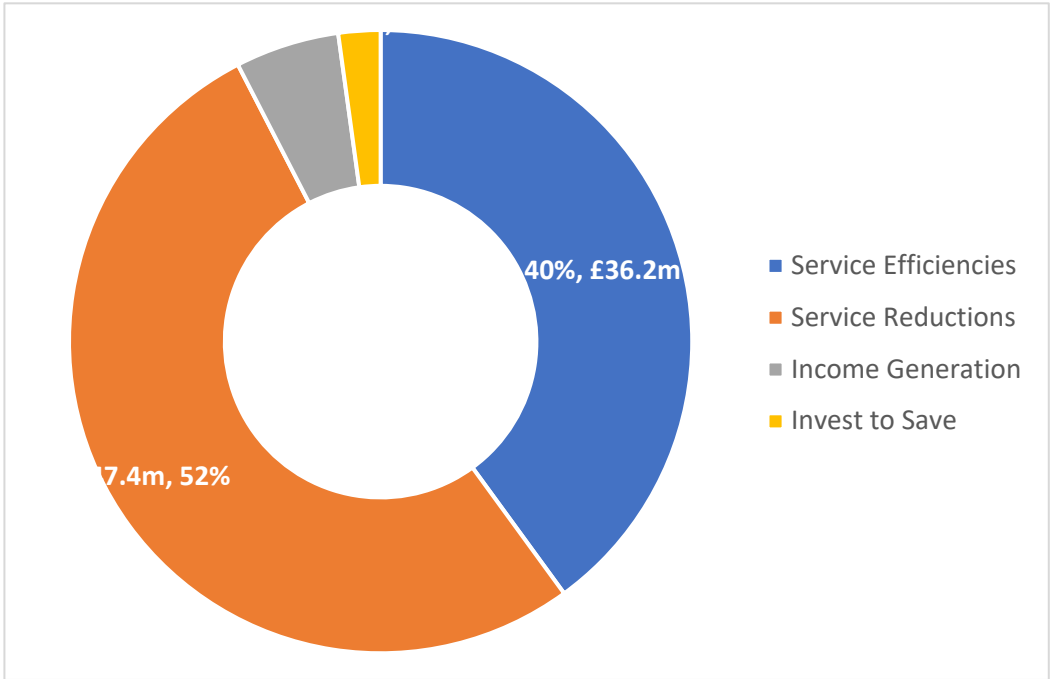
- Discretionary service areas must have a strong rationale for being delivered and need to be cost neutral. Fees and charges to be increased if this allows a discretionary service to continue.
25. By moving towards a 'bare minimum' level of service the County Council aims to maximise the potential for savings across the organisation whilst ensuring that the Council can continue to target resources on the most vulnerable adults and children and deliver other vital core services.
26. Had directorates been issued with straight line savings targets based on the approved 2023/24 cash limits, around 80% of the total savings would have fallen on the social care directorates, or around £105m of the £132m budget shortfall for 2025/26. Considering the scale of this ask given the £640m savings already removed from budgets up to 2023/24, it was determined that this would not be a realistic or achievable approach.
27. Instead, directorates were tasked with undertaking a detailed review of each budget line to understand where:
- Further efficiencies could be achieved, for example due to changes to working practices following the pandemic or through changes to service management arrangements following the Fit for The Future organisational structure review.
 - Investment in new equipment or IT technology could enable us to deliver services differently.
 - Income generation could be increased through expanding the scope of existing sales, fees and charges or introducing new charges for some services.
 - Non-statutory or discretionary services could be scaled back or ceased or moved to a cost neutral position.
28. Following this initial scoping exercise undertaken at directorate level, the savings options were subject to a detailed and robust scrutiny process, consisting of peer reviews within the Corporate Management Team and scrutiny by Executive Members, the Leader and Deputy Leader. The review process aimed to ensure that:
- The available savings opportunities for each key service line have been maximised and directorates have considered how the implementation of savings can be accelerated where possible to maximise early delivery.
 - There is a shared understanding across directorates of any risks or dependencies linked to savings in other areas to eliminate any unintended consequences of savings delivery, for example possible cost and/or demand increases for other services.
 - The cumulative impacts of savings across all directorates on specific service user groups have been assessed and minimised as far as possible.

29. This detailed work has identified a total of £90.4m savings across all directorates of which £75.1m are expected to be delivered by 2025/26, leaving an unmet budget gap of £56.9m. It is not surprising that this position has been reached given the £640m savings already removed from the budget since 2010. In the absence of any further government funding to 2025/26, the Council will be reliant on reserves to temporarily bridge the budget gap pending fundamental reform to the funding system and legislative framework for local government. Additionally, the budget shortfall for 2024/25 will also need to be met from reserves.
30. A review of the Council's reserve balances was undertaken at the end of the 2022/23 financial year and the results were reported to Cabinet and Full Council in July. The review identified most of the additional funding required to bridge the gap for 2024/25, albeit a small deficit of £2.4m still remains in addition to the significant shortfall of £56.9m in 2025/26. It is therefore not possible to continue with the Council's usual financial approach of allowing directorates to retain any early achievement of savings for reinvestment in service change. All early savings delivered in 2023/24 and 2024/25 will instead be transferred to the budget bridging reserve to meet the small remaining deficit in 2024/25 and to help balance the budget in 2025/26.
31. As part of the Council's Fit for The Future Programme, a series of detailed reviews of key functions which are common across all directorates will be undertaken with the aim of maximising consistency, efficiency and effectiveness in the following areas:
- how the Council engages with its customers when they contact the County Council directly
 - how transformation and business support activity is defined and delivered
 - how senior management structures, roles and responsibilities align between directorates
 - how the Council provides core enabling services such as Finance, IT and HR; ensuring these are delivered from the centre of the organisation
32. As well as delivering operational benefits for the Council, these reviews are expected to help reduce costs through removing duplication, enabling more effective prioritisation of resources and improving retention of specialist skillsets. Some of these changes will help to deliver the savings already contained in Appendix 2 but others are expected to supplement the savings identified by individual directorates, however, it is clear that they will not be sufficient to meet the remaining budget gap to 2025/26.
33. Whilst SP2025 represents an immense challenge, the County Council does have significant capacity, capability and experience to tackle the task, highlighted by its track record to date. As tough as the forward agenda is, we know that the County Council is as well placed as any other local authority to deliver on the continuing financial challenges that apply in the sector and crucially to make the necessary investment required.

- 34. In past savings programmes, Directorates have used their cost of change reserves alongside corporate investment in order to meet the cost of implementing savings or to support enabling IT infrastructure or changes to systems. However, for SP2025 the County Council agreed a change in policy, such that any early delivery of savings will contribute to the Budget Bridging Reserve rather than cost of change reserves. This is to ensure that sufficient reserves exist to take us through to the 2025/26 financial year and in recognition of the fact that reserves are likely to be needed to balance the budget in that year as well.
- 35. With this in mind, it is recommended in this report to earmark up to £5m of invest to save reserve funding to support Directorates in implementing their SP25 proposals and delegated authority is sought for the Director of Corporate Operations in consultation with the Leader and Chief Executive to allocate this funding to Directorates on a case by case basis.

Section F: Summary of Savings Proposals

- 36. The savings proposals that have been put forward by directorates as part of the SP2025 Programme and have been recommended for submission to Cabinet and County Council by Executive Members are contained in Appendix 2 and reflect the feedback from the consultation and content of the EIAs where applicable.
- 37. Analysis of the savings options by type shows that there is a mixture of proposals across directorates which breaks down as follows:



38. The chart shows that only around half of the £90.4m savings identified involve reductions to services due to continued efforts to maximise all opportunities to drive out further efficiencies and generate income. The potential to achieve further transformational savings has, of course, reduced significantly in recent years given the level of savings already delivered by the Council. However, the detailed reviews undertaken by directorates have identified some further opportunities in areas including:

- Digital automation and use of technology, for example in care settings.
- Increased integration of services with the NHS.
- Reducing future demand for social care services through provision of early help for families and support for individuals to maximise their independence.
- Re-procurement of contracted services to achieve best value.
- Rationalising functions across different areas of the Council to achieve savings on staffing.

39. The total SP2025 savings that are expected to be delivered (in cash terms) by each directorate and the percentages of the 2023/24 cash limited budgets that these savings represent, are as follows:

	2024/25	2025/26	Full Year	% of 2023/24 budget	Estimated staffing Impact (FTE)
	£'000	£'000	£'000		
Adults' Health & Care	7,683	34,650	47,900	9.1%	42.0
Children's – Non-Schools	2,390	11,095	11,095	3.5%	3.0
Universal Services	1,160	19,279	19,279	13.1%	139.0
Hampshire 2050	632	2,968	5,037	32.8%	32.0
Corporate Operations	4,509	5,116	5,116	13.7%	34.0
People and Organisation	731	2,007	2,007	12.3%	28.5
Total	17,105	75,115	90,434	8.6%	278.5

40. Given that savings targets were not issued to directorates for SP2025, the savings proposed represent varying proportions of the cash limited budget for each directorate. The large percentage reduction for Hampshire 2050 is attributable to savings in centrally held office accommodation budgets and the relatively high proportion of grant-related expenditure within the budget. The comparatively low percentage reduction for Children's Services reflects the high proportion of statutory services delivered by the directorate and the reduced potential to deliver further efficiencies given the ongoing pressures in this area and the £152m savings already removed from the Children's budget by 2023/24. The previous straight line savings targets protected spending on non-social care services relative to the reductions made by other local authorities in these areas. It is therefore not surprising that the savings

identified within non-social care services are proportionally larger following the change in approach for SP2025.

41. Delivery of the savings will also impact the County Council's workforce, and where applicable the proposals in Appendix 2 indicate the estimated number of staff who may be affected by the change in service, expressed as Full Time Equivalents (FTE).
42. In total, this would mean that the SP2025 Programme could impact around 279 FTE roles across the County Council. Whilst this is a significant number it needs to be considered against the total savings programme of £90.4m, which even at an average salary plus on-costs of £45,000 would require the loss of over 2,000 jobs to meet the full target, and in the context of a total workforce of more than 10,000 FTE (excluding schools).
43. The County Council also has an excellent track record for handling reductions in staffing numbers in a sensitive and planned way (a further benefit of our two year approach), keeping the number of compulsory redundancies to a minimum through our voluntary redundancy schemes (which have helped maintain staff morale) and natural turnover (which for Hampshire averages in the region of 15% per annum) and this will continue as part of the SP2025 Programme. The County Council has also been successful in looking at options for re-deployment of staff as it grows its businesses in other areas and increases in the workforce are required.
44. In the past, any voluntary redundancy costs have been met by directorates, up to the value of compulsory redundancy costs, with any enhancement being met corporately. However, due to the requirement to corporately fund the £86m budget shortfall for 2024/25 the balance of the former Organisational Change Reserve earmarked for this purpose was transferred to the budget bridging reserve, as approved by Full Council in July. Any redundancy costs associated with the SP2025 programme will therefore need to be fully funded by directorates.
45. Cabinet is requested to consider and approve the savings proposals detailed in Appendix 2 for submission to the County Council, having given due regard to the consultation feedback and the EIAs.

Section G: 'Making the most of your money' Consultation – Feedback

46. The County Council undertook an open public consultation called *Serving Hampshire – Balancing the Budget* which ran for six weeks from 12 June to the 23 July 2023. An outline of the approach and analysis of the consultation responses is provided in Appendix 8. What is pleasing to note is that 60% of respondents agree with the County Council's financial strategy, which has served it well for many years.
47. The following paragraphs discuss the County Council's approach to the options consulted upon and set out how directorates have taken headline findings into

account when putting proposals forward for savings. It is also essential to remember that the County Council is legally bound to deliver a balanced budget and while fuller consideration must be given to the findings, that financial imperative remains.

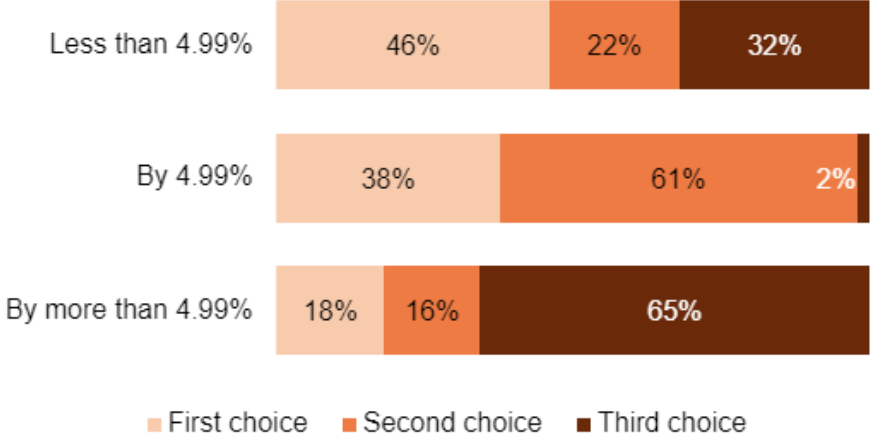
48. **Lobbying central government for legislative change** – In the 2017 budget consultation, this option was ranked 4th out of all of the options with a score of 44%. For the 2023 consultation it is ranked the highest option with 76% of respondents putting it as their first choice.
49. The County Council has been clear for many years that it cannot continue to meet the cost of growth in social care through reductions in other services. More recently this position has been exacerbated by high inflation and further pressures in School Transport and Highways Maintenance. 2025/26 represents the crunch point for the County Council's budget, either the Government steps in with additional funding or legislates to reduce the range of statutory responsibilities that we are required to undertake. It is helpful therefore that stakeholders recognise that these are not problems we can fix on our own and that the Government must intervene if we and the whole of the local government sector are to avoid financial meltdown.
50. The County Council is already actively pursuing this option, most notably with the joint letter sent to Government with Kent County Council. Since this time, we have continued to lobby the Government and our MPs and have been consistent in what we have been asking for in addressing our key pressure areas which are social care services, Special Educational Needs (and the knock on impact on school transport) and funding for highways maintenance.
51. In addition to addressing these pressures the consultation outlined a range of other options for changes to central government funding and the regulatory framework around the way certain services must be provided. Most of these were supported by the majority of stakeholders with only council tax setting freedoms and charging for visiting Household Waste Recycling Centres receiving less than 50% support from respondents.
52. Whilst the County Council firmly believes that it cannot sustainably balance the 2025/26 budget without some form of government intervention, we clearly cannot rely on this at this stage since it is unlikely that we will find out anything about funding arrangements for that year at least until autumn 2024 when a new Spending Review is expected. For now, therefore it does not provide a solution to balancing the budget.
53. **Generating additional income** – This has always been an option favoured by residents for helping to balance the budget and the County Council has always explored income generating opportunities as an alternative to reducing or changing services. However, this does introduce further risk into the budget on an ongoing basis as Directorates must not only generate new income they also need to retain the income levels already built into their budgets.

54. The directorate savings proposals set out in Appendix 2 include options for generating additional income, which generally relate to services provided to other local authorities or providing specialist services such as scientific services to sectors of the market. For professional and back-office services (such as Strategic Procurement, Pension Services and Legal Services) new business has already been secured or is actively being pursued to increase income to meet the savings levels that have been set.
55. Across Universal Services there are range of income generating proposals within the various professional services, such as highways, engineering and transport and asbestos and scientific services, but most of these represent expansion of existing service levels and as mentioned above represent a potential risk in the budget unless long term commercial arrangements can be put in place.
56. Opportunities for generating additional income (including fees and charges below) already represent around 5% of the savings proposals being put forward by Directorates to meet the budget gap and are not therefore an alternative to the savings proposals but rather an integral part of them.
57. **Changing local government arrangements in Hampshire** – In 2016, following devolution discussions across the county, the County Council commissioned an independent piece of work to look at the potential options for unitary local government across the whole of Hampshire and the Isle of Wight. This would in effect remove the district and county tiers of local government and replace them with a single unitary authority, or multiple unitary authorities, (like Southampton and Portsmouth) responsible for all local government services across Hampshire.
58. Following the review, the County Council asked residents for their views on options for possible local government reorganisation in Hampshire. Responses to the consultation indicated that views were divided on the principle of replacing the current council structure in Hampshire with a model of unitary government. In view of this feedback the County Council decided not to actively pursue local government reorganisation at the time, making a clear policy statement in favour of the status quo of two tier county government.
59. As part of the consultation, the County Council stated that its preferred position was to continue to avoid re-organisation, if possible. However, recognising that the County Council could be subject to external factors, and that restructuring local government remains a means of saving money in the longer term, residents were asked their views on this option as part of the consultation. More than half of those who responded (62%) agreed that the County Council should explore this option further – although it was ranked the third most preferred option overall, which is consistent with previous consultations.
60. In view of this feedback the County Council could still pursue this option. However, it currently remains the policy of Hampshire County Council to support the existing two tier arrangements, if possible. In addition, the scale of

the changes required to implement such a reorganisation means that it would be very unlikely that any significant savings would be generated by 2025/26.

61. The County Council had hoped to work with local authority partners to secure a County Deal for the Pan-Hampshire area under the Levelling Up agenda. Whilst an offer for a deal was made by the Government, the unitary authorities of Southampton, Portsmouth and the Isle of Wight did not support the deal. This would not have directly impacted on our revenue budget position but would have opened up opportunities for economic growth which would have benefitted business rate and council tax income over the medium term, which would have helped balance the budget in future years.
62. **Introducing and increasing charges for some services** – The range of services that County Councils are able to charge for are, in the main, governed by legislation. However, in most cases there is local discretion as to how those charges are applied and the level of charges set.
63. Whilst the County Council could look to introduce and increase charges for some services, it has to take into account the potential impact on service users and the fact that the majority of users already pay for many council services through their council tax. The savings proposals already include some recommendations for new charges or increasing existing charges, but in order to extend charging to some of the new areas identified by directorates, legislative change would be needed.
64. This is part of the strategy of working towards a ‘bare minimum’ level of service as outlined above, one of the principles of which is that discretionary services need to be cost neutral if they are to continue to be provided.
65. The County Council continues to lobby the Government to allow greater freedoms and flexibilities to levy charges in certain areas which were consulted upon. There was general support for most of the options except charging a fee for visiting a household waste recycling centre, and the proposals for charging for concessionary travel journeys and issuing of passes was only marginally above 50%.
66. The additional income that could be generated from being able to charge in these areas is potentially significant, but this is not currently possible without changes in legislation. While the County Council will continue to pursue these options, at this stage, other than those proposals already contained in Appendix 2, this option does not provide an alternative solution for closing the budget gap.
67. **Increasing council tax** – Whilst lobbying central government has increased in popularity, resident’s views on using council tax to help balance the budget has decreased significantly since 2017 when it was the 2nd most favoured option. For the 2023 consultation it is ranked 6th and additionally, only 48% of people support the County Council having greater council tax freedoms.

68. In terms of percentage increases, the graphic below shows that more people favoured a below 4.99% increase as their first choice, but a large proportion of people opted for 4.99% as their second choice. What is also clear is there is very little support for rises above 4.99% which is understandable given the current cost of living crisis.



69. Whilst resident’s views on council tax increases are important it is worth highlighting that the Government makes the presumption that councils will put up their council tax by the maximum allowed each year. Furthermore, the County Council would be failing in its financial responsibilities if it were not to maximise council tax income in the face of a £132m gap. In fact, the £132m is based on council tax increases at the maximum permissible in line with current County Council policy and any decision to decrease below this amount would increase the budget gap that we face. Finally, it is a difficult message to give to the Government that we need further funding to balance our budget if we have not taken the opportunity to maximise income from council tax now and in the future.

70. Whilst higher council tax increases were not supported by the consultation results, they were ranked higher by respondents than reductions to services, which was the least favoured option. The County Council could therefore propose a budget that requires a council tax in excess of the permissible increase (currently 4.99%), which would enable the budget to be fully balanced and provide the opportunity to withdraw a number of the more challenging service reductions.

71. Setting council tax above 4.99% would trigger the need for a referendum which would require all billing authorities to organise a poll of electors on the first Thursday in May following the budget setting meeting (the County Council would need to pay for the costs to billing authorities). The result of the referendum would be binding and if the proposed increase in council tax were to be rejected by voters, revised council tax bills would need to be issued based on the maximum permissible increase and refunds offered or offset against future payments of council tax. More significantly, alternative strategies to balance the budget would need to be put in place with less than 11 months

remaining to achieve the required budget saving for that year. Thus, there are costs and risks associated with this approach, but these must be balanced against the costs and risks associated with large scale service reductions.

72. Decisions on council tax increases are made by full County Council in February each year but at this stage, given the points set out above, it is recommended that the County Council works on the assumption that the planned approach for council tax increases (partially supported by the consultation results) will continue in 2024/25 and 2025/26 with the County Council increasing council tax by the maximum permissible without a referendum in line with government policy.
73. This position will be reviewed in light of any further national or regulatory changes, before the formal council tax setting process in the new year. However, the current position and associated timescales, mean that predicating delivering a balanced budget for 2024/25 and 2025/26 on further council tax increases above those currently planned is not currently being progressed.
74. **Using the County Council's reserves** – Almost half of respondents (45%) agreed that the County Council should not use reserves to plug the budget gap. However, 42% of residents disagreed with this highlighting that there is no clear view on the use of reserves. Respondents ranked this as their 5th favoured option, which is consistent with past consultations.
75. The County Council's financial strategy is built on the sensible use of reserves to manage cashflows and deficits while it puts recurring savings in place to balance the budget in future years. Trying to balance the budget indefinitely through the use of reserves would not be sustainable as recurring savings are required to bridge the budget gap over the long term.
76. **Changing services** – In past consultations changing and reducing services have been included as a single option but for 2023 these were split out to provide greater insight into people's views. Changing services ranked 7th out of 8 options with only 24% supporting this option. However, this is well above the support for reducing services which was only supported by 7% of respondents.
77. As the other options for saving money at this level, outlined above, do not provide viable options that would enable the County Council to plan with certainty to meet the projected deficit, the SP2025 Savings Programme must inevitably include proposals which will lead to changes to services, but these will be targeted wherever possible at service efficiencies or alternative ways of providing services rather than service reductions. Changes to services, even where they save money, can often be beneficial to service users through, for example, improvements in technology, new ways of accessing services and more efficient processes or systems which mean that more can be done but for less money.
78. **Reductions in Services** – As highlighted above, not unsurprisingly, this was the least favoured option for balancing the budget, consistent with past consultations. This is almost universally the view across local government

services more generally, as people rely on and are supportive of the local services they receive and never wish to see those services reduced or stopped altogether.

79. However, in the face of increasing pressures, a high level of unavoidable statutory duties, limitations on funding and limited alternative options for being able to balance the budget (as outlined above) it is inevitable that some reductions in services will need to be considered to help balance the budget for 2025/26, this is because local services represent the totality of spend within the County Council. Appendix 2 does contain some proposals for service reductions, reflecting the acute financial position we are facing, but even then, the total savings which we feel it is safe to make at this stage, do not close the budget gap by some £56.9m.
80. Reductions in services are a last resort and, wherever possible, the County Council seeks to limit the impact of any reductions on service users, although in some areas this can be difficult to achieve. Any significant reductions in services will be subject to more detailed stage 2 consultations that will seek the public and other stakeholders views on the options being proposed.

Summary

81. As discussed above it is therefore recommended that the County Council's strategy for dealing with the £132m deficit should be 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 and cashflow pressures.
 - **Continue to lobby central government** for fundamental changes to the way local government is funded, as well as a number of other ways to help address the funding gap including increasing funding for growth in social care services and for highways maintenance, and allowing new charges to be levied for some services.
 - **help to minimise reductions and changes to local services** by raising council tax by 4.99% in line with the maximum level permitted by government without a public referendum.
 - **generate additional income** to help sustain services.
 - **introduce and increase charges** for some services.
 - Consider further the opportunities for **changing local government arrangements** in Hampshire.
82. The savings proposals put forward by directorates are therefore submitted for consideration by Cabinet who are asked to make final recommendations to full County Council on these and the overall MTFs outlined in this report. These have been influenced by the consultation and notable changes that have been

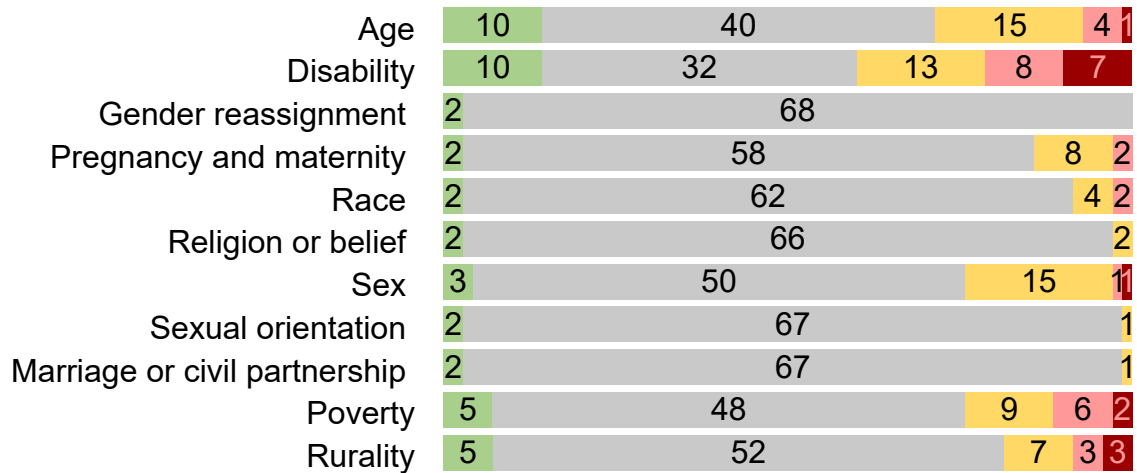
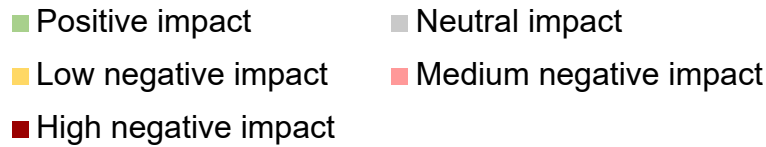
made as a result are included in the Executive Member decision reports presented during September.

83. The County Council is also required to undertake any Stage 2 consultations where necessary prior to final decisions being made by Executive Members on these proposals.

Section H: Impact Assessments

84. In addition to the consultation process outlined above, a separate key part of the SP2025 Programme is ensuring that the County Council understands and gives due regard to the impact of the SP2025 savings proposals on people with protected characteristics.
85. The County Council has produced Equality Impact Assessments (EIAs) on all proposals for change that it is considering implementing, which are taken into account as part of the decision making process. The EIAs for all of the savings proposals were published as part of the Executive Member reports and are also repeated in this report for completeness. Due to the number of pages involved these have been added in separate appendices as follows:
 - Appendix 3 – Adults’ Health and Care
 - Appendix 4 – Children’s Services
 - Appendix 5 – Universal Services
 - Appendix 6 – Hampshire 2050
 - Appendix 7 – Corporate Services
86. By the very nature of the services that the County Council provides, there are inevitably changes that impact those people with protected characteristics. Whilst this does not mean that a proposal cannot be implemented, it does mean that the County Council needs to have an understanding, both individually and collectively, of the impact on those groups of people and looks at ways of mitigating that impact.
87. For proposals where a Stage 2 consultation is required the EIAs are preliminary and will be updated and developed following this further consultation, when the impact of the proposals can be better understood. Due regard will be given to the equality impacts identified as part of the further Executive Member decision making process to decide whether or not to implement the detailed proposals.
88. An analysis of the current impacts contained within the individual EIAs is shown in the following chart:

Level and type of impact per protected characteristic



89. The chart shows that the key characteristics most likely to be negatively impacted are disability, age, sex and poverty. The high proportion of negative impacts relating to disability and age reflect that more than half the EIAs were in relation to proposed changes to services in Adults’ Health and Care and Children’s Services, which account for over 75% of expenditure, with services that most frequently support young, older, and disabled people. Further work will be undertaken to understand the nature of these impacts and the possible mitigations, following specific Stage 2 consultations in these areas.

Climate Change Impact Assessment

90. 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.
91. Given that this report deals with financial strategy 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.

Cumulative Equality Impact Assessment

92. Whilst the Public Sector Equality Duty (Equality Act 2010) requires public authorities to have due regard to equality considerations, councils are not mandated to conduct EIAs. Nevertheless, EIAs have become a common tool to facilitate and evidence compliance with the Equality Duty.
93. In keeping with good practice, the County Council has completed EIAs for all proposed service changes linked to its SP2025 Programme as highlighted above. This information has been used to complete a cumulative assessment. This considers the potential impacts of savings proposals holistically and, in so doing, seek to identify groups likely to experience multiple disadvantages as a result of policy / service changes.
94. The cumulative EIA is set out in Appendix 9 and is based on the 70 EIAs completed in August 2023. As these EIAs continue to be reviewed or updated, the cumulative EIA may be further revised.
95. As Appendix 9 details, the headline results from the cumulative EIA are as follows:
 - 60% highlighted proposals with at least one possible negative impact.
 - 30% indicated that proposals could have a neutral impact on people from key characteristic groups.
 - 10% suggested changes could have a solely positive impact.
 - Age and disability, age and sex, and poverty and rurality were the most common groupings where savings proposals had negative impacts on more than one characteristic.
 - Proposals tended to impact children, young people and older people more than the core adult demographic; females more than males; and communities more than deprived individuals. A range of disability cohorts were likely to be impacted.
96. The cumulative assessment needs to be considered in the context of Hampshire and the nature of the services that the County Council provides. Hampshire is:
 - one of the ten largest counties by land area (approximately 1,400 square miles) comprising both large rural areas and several dense conurbations.
 - 85% rural, with over a third of the county within National Parks or Areas of Outstanding Natural Beauty.
 - the 16th least deprived upper tier council in the country – yet 40 neighbourhoods are in the 20% most multiple deprived areas in England.
 - expected to grow to more than 1.5m people by 2026 (currently 1.4m).

- experiencing an ageing population – with people aged 70+ forecast to increase by 15% between 2019 and 2026, to 262,560 people.
- predominantly white British – 91.8% of residents compared to 79.8% nationally.
- home to 1,662 children in need of care (1,593 in March 2018).

The County Council spends around £2.6bn a year on serving Hampshire's population. Excluding spend on schools, the County Council's annual net budget by service is as follows:

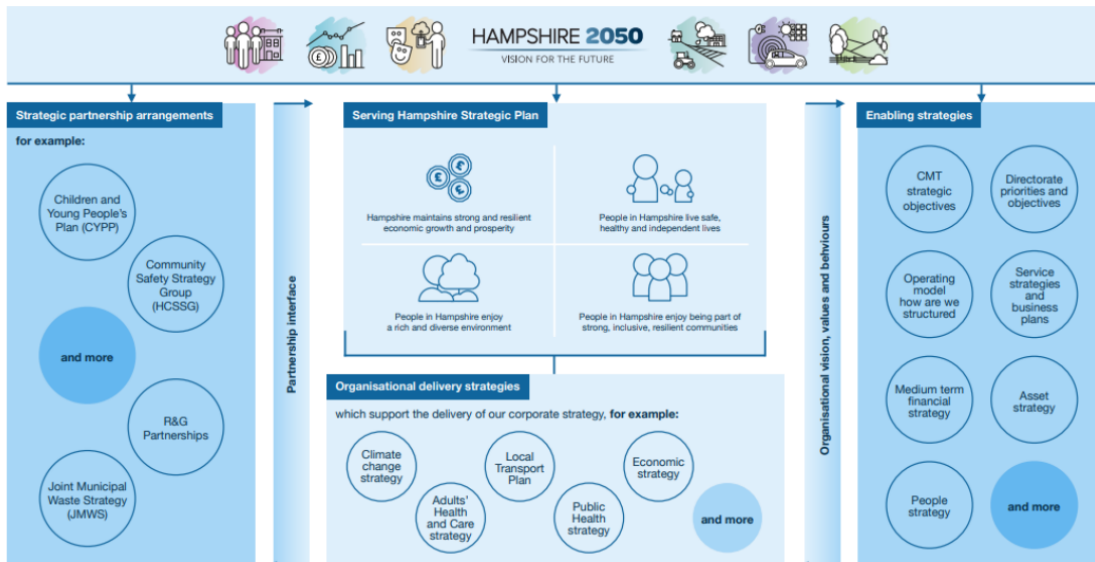
	£m	%
Adults' Services	474	44.8%
Public Health	54	5.1%
Children's Services	313	29.6%
Highways, Engineering and Transport	63	6.0%
Waste Disposal	54	5.1%
Corporate Services	54	5.1%
All Other Services	46	4.3%
	<u>1,058</u>	<u>100%</u>

97. As the table above illustrates, almost 80% of the total annual budget is spent on Adults' Services, Public Health and Children's Services. It is also from these services that the majority of the £90.4m savings are proposed to be achieved (£59.0m). However, given the larger proportion of statutory services in these areas and the extent of the savings they have delivered since 2010, the SP2025 savings for the social care directorates represent a smaller proportion of their net budgets (7% on average) than for the non-social care directorates (14.5% on average).
98. Adults' Services, Public Health and Children's Services are, by their very nature, targeted at Hampshire's older population, vulnerable children and adults, and those who may need support due to living in deprived communities. Therefore, it is expected that changes to these services will, to some extent and in various ways, impact certain protected groups.
99. Where areas of multiple disadvantage have been identified, mitigation actions are in place and work is ongoing to understand the extent to which these are likely to reduce or remove negative impacts on specific cohorts.

Section I: Strategic approach to budget setting

Serving Hampshire Strategic Plan 2021 – 2025

100. In September, County Council approved the mid-term review of the Serving Hampshire and Strategic Plan alongside the work undertaken to revalidate the Hampshire 2050 Vision. Together, these provide the strategic landscape and framework encompassing the organisational delivery strategies and enabling strategies as depicted below.



101. The Medium Term Financial Strategy, as a key enabling strategy, is developed alongside the other enabling and organisational delivery strategies and the most significant elements are explained further below.

Capital and Investment Strategy

102. The County Council's Capital and Investment Strategy gives a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability. It also includes more detailed forecasts of capital expenditure and financing and the associated prudential indicators relating to financial sustainability. These elements are updated annually as part of the budget setting in February each year. The current Strategy was included as [Appendix 7](#) to the Revenue Budget and Precept 2023/24 report.
103. The Prudential Code requires the Chief Financial Officer to establish procedures to monitor and report performance against the prudential indicators, and from 2023/24 this reporting must be on a quarterly basis. An update on the Council's position against the prudential indicators as at Q1 is included in Annex 1 to the Treasury Management Q1 Monitoring Report in Appendix 1.
104. The Capital and Investment Strategy takes account of the current Strategic Asset Management Plan (SAMP) that was presented to Cabinet last

December. The SAMP is a key enabler of the County Council's corporate strategy to ensure that its large and diverse estate continues to meet corporate priorities and objectives, providing a strategic framework for decision making based on a clear set of principles and mechanisms through which the future use of land and property assets will be considered, together with a high-level action plan to enable the effective management and re-shaping of the estate.

105. The SAMP sets out the vision to achieve the optimal financial return and commercial opportunities from the rationalisation and disposal of surplus land and buildings. The plan includes the objective to rationalise the operational estate, achieving reduction through co-location, new ways of working and maintenance optimisation, with an action plan to invest, maintain, operate and dispose of assets. The disposal plan has three main elements:
- Promote appropriate land assets as strategic development sites.
 - Identify and dispose of strategic sites where multiple benefits can be achieved.
 - Rationalise and reduce the overall size of the County Council's built estate, starting with office accommodation.
106. The Strategic Land programme, created in 2008/09, was designed to bring forward significant 'strategic' areas of Hampshire County Council land where opportunities for development arose as a result of Local Planning Authority calls for sites. The Programme has been managed to support the delivery of a long-term programme of capital receipts and the approach to the promotion in the Local Plan, achievement of planning and the disposal strategy for individual sites has been tailored to local circumstances. A detailed review of the Strategic Land programme was undertaken in 2022 and reports on the status of the projects in terms of site promotion, planning and disposal approvals are considered by the Leader and Executive Member for Hampshire 2050 and Corporate Services.
107. Overall, the programme is forecast to realise a net capital receipt of circa £157m including £55.1m that is currently committed to existing capital schemes. There are considerable revenue costs required to undertake this work. These increase as the process works through planning, and potentially into a Master Developer role. The associated potential capital receipt also increases through this process as land value is steadily enhanced. The Medium Term Financial Strategy currently includes a revenue requirement of £8.893m for the period up to 2032 and the requirement each year will be reviewed as part of the detailed budget setting. This funding will support a dedicated team within Hampshire 2050 and the procurement of specialist advice or consultancy depending on the nature of the site and its complexity:

	£'000
2023/24	1,996
2024/25	1,782
2025 - 2032	5,115
Total	<u>8,893</u>

108. Funding to take forward the SLP is a considerable investment for the County Council but makes sound financial sense and is a key strand of the authority's Commercial Strategy.
109. In addition to its strategic land holding, the County Council owns a substantial and varied property estate primarily for the delivery of frontline public services, including schools, day centres, libraries, children's homes, residential and nursing care homes, waste recycling facilities, country parks, rural landholdings and operational farms. It also owns and occupies offices, workshops, depots and storage accommodation. An element of the SAMP vision is that the size of the estate is reduced to fit what we need and includes the principle to ensure that to meet service objectives and community needs, we have the right assets in the right location, in good condition and efficiently managed. The action plan to rationalise and reduce the built estate is starting with office accommodation.
110. Following the workstyle programme between 2008 and 2013 which created a corporate office portfolio with the remodelled EII Court HQ, area office hubs together with some co-location in District offices, the office accommodation estate has been kept under review with further consolidation of occupation and release or letting of surplus capacity as part of the transformation to 2019 programme. The Covid pandemic provided a further catalyst to maximise the use of technology enabling new ways of working which has provided the opportunity to review the Winchester office portfolio and subsequently the area office portfolio and the front line service delivery estate with the aim of realising a financial return from the disposal of surplus assets and recurring revenue cost savings. This is included within the savings proposals in Appendix 2.

Commercial Strategy

111. The County Council's approach to commercialisation takes account of the need to manage and mitigate risk. This is achieved through the pursuit of a range of initiatives targeting increased income generation but without overexposing the Council to excessive risk or considering radical changes that take the County Council into areas that are not its core business, or indeed pursuing more niche

opportunities that simply do not offer with any confidence anything like the scale of income to merit the effort and upfront investment. In the light of difficulties experienced by other authorities regarding commercial investments, notably in Thurrock, Slough, Croydon and Woking Borough Councils, the County Council's approach has been proven to appropriately manage risk whilst contributing to the financial strategy.

112. Delivery of the commercial strategy focuses on three core components:

- Business Activity – Selling, trading or receiving income for operational delivery of goods and services.
- Investment Activity – externally investing money and or using strategic assets to generate financial returns as part of our place shaping activity, for example the strategic land programme referenced above.
- Commercial Operating Model – developing our future Operating Model under key principles to be “more business like” in how we behave and operate.

113. A good example of this approach operating in practice is the proposed future direction of the Older Adults' service portfolio and supporting capital investment strategy approved by Cabinet in July 2023. In the light of concerns about the rate at which market prices are increasing (close to 10% per annum for the past few years and expected to increase further in the near term), increases in service demand and acuity, and future forecasts regarding the number of Older Adults with advanced dementia, maintaining the strongest market presence possible was agreed as this would enable consistently improved occupancy, strong value for money, and far greater assurance regarding the delivery of financial savings/efficiencies. Furthermore, the business case for the associated investment programme (estimated at £173m over 5 – 6 years comprising enhancement and extension of existing homes and some new build) shows an annual net saving of £1.3m compared to the current budgeted provision for equivalent care. However, given the volatility of the adults' care market, a cost neutral position within this current MTFS is assumed.

Reserves Strategy

114. The County Council's Reserves Strategy, which is set out in Appendix 10, is well rehearsed and continues to be one of the key factors that underpin our ability not only to provide funding for the transformation of services but also to give the time for changes to be properly planned, developed and safely implemented.

115. Reserves are available to support:

- Funding of the Capital Programme.
- Investment in transformation.
- Directorate budgets in the face of pressures and timing delays in the release of resources.
- The overall revenue budget through the Budget Bridging Reserve.

116. The County Council has made no secret of the fact that this deliberate strategy was expected to see reserves continue to increase during the period of tight financial control by the Government, although it has always been recognised that the eventual planned use of the reserves would mean that a tipping point would come and we would expect to see reserves start to decline as they are put to the use in the way intended as part of the wider MTFS.

117. This tipping point arrived in 2022/23 when the overall balance of earmarked reserves fell by £38m, and the net use of reserves is expected to accelerate over the coming years in the face of ever increasing budget deficits. This has also triggered a change to the policy of allowing directorates to retain savings delivered in the interim year of two year savings programmes, as corporate reserves are no longer sufficient to bridge the shortfall in the interim year.

118. In addition, both Adults' and Children's Services are currently forecasting use of all remaining cost of change funding within 2023/24; a total of £27m. Whilst these are early forecasts and include a number of assumptions around the timing of service investments and transformation spending, it is expected that the Adults' and Children's cost of change reserves will be largely depleted within the current year, and therefore not sufficient to support the required investment in SP2025.

119. Approval for an allocation of £5m from the Invest to Save reserve is sought to support the delivery of major change initiatives, as set out in Section E. However, given the limited corporate funding available, it is expected that a successor arrangement will be required with appropriate governance to support prioritisation of the remaining resources between directorates.

Budget Bridging Reserve

120. Use of the BBR provides the Council with the time and capacity to properly deliver major savings programmes every two years. With deficits expected in each year of the current MTFS period, building the provision within the BBR is vital to supporting the revenue position in future years.

121. The following table summarises the forecast position for the BBR taking into account the requirement to balance the budget in each of the three years to 2025/26:

	BBR
	£'000
Balance at 31/03/2023	73,111
Draw to balance the 2023/24 budget	(50,786)
Reserve transfers approved July 2023	61,260
Forecast Balance at 31/03/2024	83,585
Draw to balance the 2024/25 budget	(86,000)
2024/25 Shortfall	(2,415)

122. After accounting for the reserve transfers approved by Full Council in July 2023 as part of the 2022/23 outturn report, a small deficit of £2.4m still remains for 2024/25 in addition to the significant shortfall of £56.9m in 2025/26. It is therefore critical that the Council continues to direct any spare one-off funding into the reserve during the period to 2025/26.

Section J: Unavoidable Pressures

School Transport

123. The cost of providing School Transport has been rising rapidly for a sustained period due to increased complexity of pupil needs, shortages of appropriate transport and the lack of locally available, suitable Special Educational Needs places. This has prompted a detailed review of the existing forecasting model for the service.
124. The outturn position for 2022/23 reported to Cabinet and Council in July 2023 included a £9.4m overspend on School Transport and it was highlighted that building pressure in this area presented the biggest financial risk to the Council's financial position to 2025/26. The subsequent review of the forecast for School Transport projects that the cost of delivering the service will almost double between 2022/23 and 2026/27. A pressure of £17.8m is forecast by 2025/26, after taking account of £18.8m additional funding planned to be added to the budget over this period. The extent to which this impacts on our forecasts to 2025/26 is discussed in more detail in the next section, but in the meantime, the pressure will be managed this year and next by utilising additional one off investment income arising from higher interest rates.
125. The majority of this pressure relates to the SEN cohort due to the increasing number of children with Education Health and Care Plans and shortages of dedicated SEN school places. Since 2014, the number of special school places has risen by 34%. The number of children with an EHCP has risen by 155% over the same period. Therefore, when a school place is found for a child, it is likely to be further away, which increases the cost of transport.

126. Market based factors also contribute significantly to the pressure; there is a lack of capacity in the transport provider market, specifically there is a shortage of operators overall and a severe shortage of drivers. With under-supply in the market this drives up prices due to lack of competition. This is exacerbated by increasing complexity of pupil needs, which means that children are more likely to require adapted vehicles or Passenger Assistants, for example, which are in short supply. These factors result in a forecast increase in average unit costs for transport of over 60% by 2025/26.
127. This is a national issue and is the subject of intense government lobbying both by the County Council and other local authorities. The Leader wrote to MPs and the Government on this topic earlier in the year.
128. A range of actions have been taken through savings and transformation programmes to mitigate the increases in costs. These include:
- Reducing to a statutory minimum service.
 - Ensuring robust commissioning of contracts, including aggregating of routes and operators to drive down cost wherever possible.
 - Utilising route planning technology to optimise route networks and use of vehicles.
 - Providing minibuses to schools for their own use through the Spend to Save Minibus Scheme, which enables schools to use the vehicles for their own purposes, provided they transport children to and from school using their own staff as drivers.
 - Offering parents a mileage allowance to support them in taking their own children to school.
129. The Council will continue to explore further initiatives that may change the shape of the market, such as operating our own vehicles and looking at alternative commissioning and delivery models for smaller vehicles.

Section K: Medium Term Forecast

130. The County Council has faced a continually worsening budget position since the £80m Savings Programme to 2023 was approved in November 2021 due to a combination of factors, including unprecedented growth in demand for Adult Social Care, School Transport and other services impacted by SEN growth, and high inflation increasing the costs of all Council services as well as levels of staff pay. For the first time since 2010, the two year Savings Programme to 2023 proved insufficient to balance the 2023/24 budget, and this is a position that the Council now expects to face year on year.

Financial Year	Budget gap after SP23 savings	SP25 savings	Required use of reserves
2023/24	£50.8m	-	£50.8m
2024/25	£86.0m	£17.1m	£68.9m
2025/26	£132.0m	£75.1m	£56.9m

131. The Council expects to use £58.9m of reserves per year on average to balance the budget over the three years to 2025/26. This is clearly an unsustainable position and highlights the critical requirement to deliver SP2025 savings in line with planned timescales. However, delivery of a savings programme of this scale carries considerable risk, particularly as demand growth continues to accelerate for a range of Council services, limiting the potential to achieve further permanent cost reductions through early intervention, demand management and prevention approaches.

132. The anticipated financial outlook means we must continue to assume that we will face a budget deficit of at least £50m per annum from 2026/27, after a 4.99% council tax rise. Accounting for the full year impact of the £90.4m SP2025 savings, a reserves contribution of some £90m would still be required to balance the budget in 2026/27. This is likely to exceed the resources available, requiring the Council to seek exceptional financial support from government unless there is a substantial increase in resources provided through the 2025/26 Spending Review.

Key assumptions

133. The Council's budget requirement and funding position are dependent upon a number of external factors over which the Council has limited or no direct control. The Council's budget is predicated on estimates of the impact of these factors on the Council's finances. The key assumptions are set out in the table below.

Variable	Budgeting assumption	Sensitivity (± 1%)
Non-pay Inflation	6% average for 2024/25, contract inflation in line with agreed increases, all other budgets at 3%, including sales, fees and charges. Centrally held contingency of £10m in 2024/25.	£6.6m, of which 90% within social care directorates
Pay inflation	3% in 2024/25 and 2% from 2025/26	£3.7m
Interest rates	Weighted average investment rates 4.52% in 2024/25 and 3.28% in 2025/26	£6.0m
Adult's growth	Budget assumes an increase of £17.7m in 2024/25 and a further £16.9m in 2025/26; a total of £34.6m over two years to cover cost increases arising from	1% increase in clients = £3.8m

Variable	Budgeting assumption	Sensitivity (± 1%)
	escalating demand, complexity of need and steep increases in forecast average rates paid for care.	1% increase in prices (residential and nursing care) = £2.7m
Children's growth	Children Looked After (CLA): growth funding of £14.9m in 2024/25 and £15.6m in 2025/26. School Transport: growth funding of £2.7m per year	CLA: 1% increase in activity = £1.2m 1% increase in prices = £1.7m School Transport: 1% increase in activity/prices = £0.6m
Council tax	4.99% in each year of the MTFs, comprised of 2.99% general precept and 2% adult social care precept	£7.8m
Business rates	£8m increase in 2024/25, equivalent to 5.3% (linked to inflation assumptions) and then flat from 2025/26	£1.5m
Unringfenced grants	£10.4m (14.5%) increase assumed in line with government policy paper, flat settlement assumed from 2025/26	£0.7m

134. Given the limited corporate funding available to meet inflationary pressures in the current high inflation environment, inflationary allocations have been limited to a reasonable best case scenario, particularly where levels of uncertainty are high. Any significant shortfalls in funding for inflation will be addressed in-year through allocations from a centrally held inflation contingency budget.
135. General inflation is expected to fall further over the coming months, as cheaper energy feeds into household bills and lower production costs for businesses. However, average wage growth remains at a record high, in part due to increases in the National Minimum Wage which is set to reach two thirds of median earnings by April 2024. This impacts the prices of the Council's social care contracts, which comprise the vast majority of non-pay expenditure.
136. Pay inflation is expected to reduce considerably from 2024/25; the current year's pay offer takes account of the anticipated increase in the National Minimum Wage from April 2024, requiring a significant pay boost for lower grades. It is anticipated that the pay award for 2024/25 will be closer to pre-2021/22 levels, on the assumption that general inflation begins to fall back.
137. In the past, interest rates had little impact on the County Council's overall budget given the low levels and high stability over the past 10 years. Because of the low levels, the County Council targeted a proportion of reserves to higher yielding investments seeking a 4% return on a range of diversified products.

Now with interest rates at 5.25% the County Council is making significant additional returns on all of its available reserves. The further increase in rates above what was expected when the budget was set in February will provide additional one off investment income in the current and next financial year. However, as interest rates regularise back to more normal levels, this is not something that can be relied upon to close the budget gap from 2025/26 onwards. As outlined above the one off gain from this income source will be used to offset the pressures in School Transport in this year and next.

138. Within Adults' Social Care, the Older Adults purchased care budget has the highest level of volatility due to the volumes of clients, the rate of turnover and the provider market in which the directorate operates. There has been a steady acceleration in the growth of numbers of clients within Older Adults Residential and Nursing Care since the pandemic following the recovery of the care market an increasing number of hospital discharges resulting in long stay care. Although increased budget allocations have been provided to the service in recent years, continued acceleration of growth remains a key area of risk.
139. Within Children's Social Care, placement numbers have remained relatively stable in recent years due to the success of social work interventions which have enabled more children to remain safely at home with support. The key area of risk is therefore considered to be the cost of placements particularly specialist Post 16 and Secure Welfare placements. These placements can cost the Council in excess of £5,000 per week so any increase in numbers has a significant financial impact.
140. The increasing cost of School Transport is currently the most significant area of financial risk which the Council faces, as detailed in Section J. This is largely attributable to an acute shortage of SEN school places and lack of competition for specialist transport arrangements within the provider market. This is currently resulting in price pressure of around 13% per year.
141. The 2024/25 budget assumes an increase of around £11m in the Social Care Grant, based on a finance policy statement released by the government in December 2022. This means that over the three years from 2022/23 to 2024/25, the council will have received at least £11m per year in additional social care funding. A prudent flat cash position has been assumed in the remaining years of the MTFs since no details of the longer term social care funding position are currently available. The Council has always maintained that speculative estimates of additional government support cannot be relied upon to set a balanced budget. However, while any further increase in grant in 2025/26 is not expected to contribute significantly to bridging the budget gap unless accompanied by a substantial change in government funding policy, it could make an important contribution to balancing some of the risk of adverse movements in the areas set out above.
142. There are several key areas of anticipated legislative change which could potentially have significant impacts on the costs of service delivery, these include:

- Children’s Social Care reforms: In February 2023 the government consulted on a set of national rules for the engagement of agency social workers, including setting price caps on what local authorities may pay for an agency worker. Social work agency expenditure has increased from £4.4m in 2017/18 to £8m forecast for 2023/24.
 - Dedicated Schools Grant Statutory Override: the override which keeps the DSG deficit separate on the Council’s balance sheet is due to end in 2026/27. The DSG deficit is projected to reach almost £250m by the end of 2025/26, and even if the override is extended for a third time, the deficit will have significant implications for the Council’s cashflow position. This also impacts the revenue budget by limiting the cash available to the Council for investment. Any suggestion that ongoing in year deficits or the cumulative deficit must be made good by the local authority will put the Council in the position of issuing a Section 114 notice and starting discussions with Government.
 - Adult Social Care reforms: the government’s adult social care charging reforms and cap on care costs have been delayed until October 2025. Whilst the delay has allowed the committed resources to be refocused on other areas of adult social care, fundamental reform is required to secure the ongoing sustainability of the social care system with inevitable implications for the costs and administrative burdens faced by Councils. No allowance is made for the re-introduction of these proposals within the MTFS.
 - Waste management reforms: the reforms set out in the Environment Act 2021 have been delayed, impacting the associated financial support for Local Authorities. The government also plans to prevent local authorities levying charges for disposal of DIY waste at Household Waste Recycling Centres, reducing the income that the waste service can generate.
143. In recognition of the levels of uncertainty inherent in budgeting assumptions, the Council maintains a centrally held contingency budget, which is set at an appropriate level to cover service demand, inflation and other pressures, such as those arising as a result of legislative change. This provides the flexibility to allocate additional funding across directorates in response to emerging pressures, balancing risk across the Council’s budget.
144. Based on the sensitivity data set out above, it is reasonable to assume that the Council’s budget position to 2025/26 could improve or worsen by up to £20m in the event that a combination of these risk factors is realised. In some areas, the risk of changes to the forecast assumption is considered to be relatively low, such as the available Council Tax precept, and in other areas relatively high, such as the level of non-pay inflation. Even in a reasonable best case scenario based on current knowledge, it is not considered likely that the Council could achieve a balanced budget in 2025/26 without further, substantial, use of its reserve balances.

145. However, given that the Council's funding assumptions around business rates and unringfenced grants remain very prudent and that the benefit which the Council expects to receive from the prepayment of its employer pension contributions in April 2023 was not included in the forecast position to 2025/26, it is anticipated at this stage that contingency budgets could be increased off the back of these items. Furthermore, assuming there are no other major financial shocks over the next two years it may be possible to release existing recurring contingency funding. These two factors combined should be able to fund the pressure on School Transport budgets on a recurring basis by 2025/26 without further increasing the £132m budget gap.
146. This assumption is not without significant risks given the volatility of inflation and demand growth since the pandemic and the County Council has always been prudent in its assumptions which has been a bedrock of its financial planning over many years. However, the alternative position would be to increase the gap to £150m without any further savings proposals being available to offset it, which is also not a sustainable position.
147. One of the County Council's strengths is that it plans well in advance, making savings decisions some 18 months before the financial year to which they come into force. This means that the County Council still has time to react once more is known about the national picture following the next Spending Review due to take place in Autumn 2024, it can also take into account the financial performance in 2023/24 and any trends in spending over the period. At this point, the County Council will have a much clearer picture of its prospects for 2025/26 and beyond and it will be very clear at this point whether or not the Council will be financially sustainable as discussed further in the next section.

Section L: Financial Resilience and Sustainability

148. Financial resilience describes the ability of local authorities to remain viable, stable and effective in the medium to long term in the face of pressures from growing demand, restricted funding and an increasingly complex and unpredictable financial environment. Following the challenges created by the Covid pandemic, we are now dealing with an economic and cost of living crisis that has seen more people coming to local government for help at a time when inflation is impacting adversely on the cost of goods and services that we buy to provide services.
149. It is widely recognised that the system for funding local government is broken and has been due for overhaul since 2016, but this once again has been delayed and nothing is expected to happen until at least the next Spending Review due in Autumn 2024. Since 2018 the County Council has (publicly and consistently) said that without fundamental changes to the way in which local government is funded, it will not be financially sustainable.

150. This position is becoming a reality as we head towards 2025/26 and beyond and the County Council is already in the position of being unable to bridge the budget deficit through savings proposals for the first time since austerity began. Despite this, it continues to manage its finances in a sensible, transparent and responsible way which is highlighted in the assessment shown in the following paragraphs.
151. The following table sets out the key ‘symptoms’ of financial stress identified by CIPFA in its report entitled “Building Financial Resilience” and assesses the current position of the County Council against each indicator.

<i>Symptom of Financial Stress</i>	<i>HCC Position</i>
Running down reserves / a rapid decline in reserves	The Council has maintained a reserves balance of at least £0.5bn over the past 5 years and is still over £0.8bn as at March 2023, however reserve balances fell by £38m in 2022/23 and a further net reduction is expected in 2023/24, showing that we have reached a tipping point and reserves will continue to decline from this point.
A failure to plan and deliver savings in service provision to ensure the council lives within its resources	The Council has successfully delivered £640m in savings over the past 13 years and has consistently recorded modest annual underspends on service delivery, demonstrating that these have been sustainable. Whilst £13.7m of savings were written off as undeliverable in 2022/23 this was entirely due to building pressure in Adult Social Care and School Transport services rather than a failure to deliver on planned savings actions.
Shortening medium term financial planning horizons, perhaps from three or four years to two or even one	The Council maintains a four year planning horizon and delivers savings programmes over a two year horizon to ensure changes are implemented in a planned way. The scale of the forecast budget shortfall for 2025/26 and the lack of any government information beyond 2024/25 has required an increased focus on financial planning for this specific period and our government lobbying activity has focussed specifically on this timeframe to try to enact change in the funding regime from 2025/26 onwards.

<i>Symptom of Financial Stress</i>	<i>HCC Position</i>
A lack of firm objectives for savings - greater 'still to be found' gaps in saving plans	The SP2025 programme includes detailed plans for specific savings proposals that have been worked up by directorates over the past 12 months and subject to public consultation. Although the plans do not include any 'still to be found' amounts, there remains an unmet budget gap to 2025/26.
A growing tendency for directorates to have unplanned overspends and / or carry forward undelivered saving into the following year	Late delivery of Tt2021 savings due to Covid was anticipated and accounted for in the MTFS and resources were identified to cash flow these savings until the acute impacts of the pandemic had subsided. Current forecasts indicate that just £4.9m of the remaining £73.3m SP2023 savings are expected to be delivered a year behind schedule, with the majority being delivered in line with planned timescales. All Directorates have lived within their cash limits for many years or have had the benefit of planned support from their own reserves or central contingencies, which were budgeted for in advance. Legitimate pressures are taken account of in our financial planning rather than set Directorates unrealistic budgets that they could not hope to meet.

152. In summary, whilst the Council's financial resilience remains strong, there are indications of growing financial stress which will reduce the Council's ability to respond to further financial shocks over the period of the MTFS. Given the financial position in which the Council finds itself this is not unexpected, however the Council has been, and will continue to be, open and honest about the scale of the challenge which it faces. This is reflected in areas such as savings reporting, where the Council has taken prompt action to identify and address deliverability challenges, allowing focus to be redirected to developing alternative proposals through the SP2025 programme.
153. As difficult as the next phase of activity is likely to be it is still worth reminding ourselves that the County Council remains in a relatively strong financial position, especially in comparison to other upper tier authorities, delivering on its change programmes, keeping within cash limits and having the financial capacity to invest in the transformation of continually high performing services.

Section M: 2023/24 Financial Monitoring and Treasury Management Update

154. The County Council's budget is large and complex, detailed Directorate budgets are influenced by savings programmes, draws from and contributions to various reserves and the need to manage in year variations across different service areas. Past reporting on financial monitoring has therefore also presented a complex picture and therefore for 2023/24 we are providing a more focussed view of the position, specifically concentrating on significant concerns and variations in the current year and considering what (if any) impact these might have on our existing forecasts to 2025/26.
155. The key service pressures flagged so far this year are:
- School Transport – As highlighted earlier in the report, this is by far the biggest pressure at this stage, this service is seeing increasing demand, particularly due to Special Educational Needs together with very high inflation within the market. The pressure (based on a new forecasting model) is expected to be £6.7m above budget plus contingencies in the current year rising to nearly £18m extra by 2025/26. This remains the biggest threat to our 2025/26 forecast at this stage, which is addressed in the MTFs section of this report.
 - Administration of EHCPs – Despite additional funding for Educational Psychologists and the SEN Service in 2023/24 there is a predicted pressure of £3.6m in the current year, rising to £4.9m by 2025/26. Further work has been requested from Children's Services to understand this pressure more and any potential mitigating actions before assessing whether it impacts on our future forecasts.
 - Older and Younger Adults – The first quarter shows a small uptick in costs relative to budget, leading to a forecast pressure of £5.7m. This is attributable to higher than anticipated increases in the average rates paid for packages as well as increasing demand for residential care. Given the overall size of the Adults' Health and Care budget, this does not represent a significant variance at this stage, and we will therefore continue to monitor the budget during the year to determine whether future years forecasts need to be adjusted based on longer term trends.
156. In addition to service spend, it is also important to understand the position in relation to central items within the budget, particularly what has been set aside for contingencies and our position against those as this influences the level of capacity within the budget that we have to meet any unexpected pressures. There are three items worthy of note:
- Pay Award – The current pay award offer is affordable within the allowance plus contingencies provided, but this remains subject to union agreement. Looking forward, inflation is not reducing at the speed expected and may lead to further pay pressure in 2024/25 compared to the provision set aside for that year.

- Inflation Pressures – Whilst the pressure on energy costs is reducing, we are still seeing requests for high in year increases to contract prices, particularly within Younger Adults. We are dealing with these on a case by case basis, but the expectation is that we will continue to get requests from the majority of the providers. Current forecasts are that this will remain within the allowance we provided for, although this does not include the pressure in School Transport.
- Interest On Balances – When the budget was set for 2023/24, the expectation was that interest rates would peak early in 2023/24 and then start to reduce as inflation began to decline. Some additional income was built into 2023/24 and 2024/25 based on this forecast, but in the longer term interest rates were expected to regularise and only provide a modest increase in investment income particularly as our reserves began to reduce. In reality, interest rates have gone higher than expected and it will take longer for them to regularise meaning that we will have significant additional one off investment income in this and the next financial year. As outlined above, this will be used to offset the School Transport pressure over the next two years as we look to deal with the longer term impact as part of the 2025/26 budget setting process.

Treasury Management Update

157. In line with the requirements of CIPFA's Treasury Management in the Public Services: Code of Practice, annual and semi-annual reports on treasury management activity are presented to Cabinet for recommendation to County Council for approval. The latest update report is attached at Appendix 1 and concludes that all treasury activity has complied with the County Council's Treasury Management Strategy and Investment Strategy for 2023/24, and all relevant statute, guidance and accounting standards.

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>
Savings Programme to 2025 – Revenue Savings Proposals Executive Member for Universal Services	18 September 2023
Savings Programme to 2025 – Revenue Savings Proposals Executive Member for Adult Services and Public Health	19 September 2023
Savings Programme to 2025 – Revenue Savings Proposals Executive Member for Children's Services	22 September 2023
Savings Programme to 2025 – Revenue Savings Proposals Executive Member for Hampshire 2050 and Corporate Services (Hampshire 2050 Proposals)	25 September 2023
Savings Programme to 2025 – Revenue Savings Proposals Executive Member for Hampshire 2050 and Corporate Services (Corporate Services Proposals)	25 September 2023
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:

158. 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.

159. Equalities Impact Assessment:

Given that this report deals with a large number of options and proposals for savings as part of the Savings Programme to 2023, the individual EIAs have been appended to this report to aid the decision making process, along with a cumulative impact assessment provided at Appendix 9.

Treasury Management Update

Purpose of the Report

1. The County Council has adopted the key recommendations of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice (the CIPFA Code), last updated in 2021 which requires the Council to approve, as a minimum, treasury management semi-annual and annual outturn reports.
2. This quarterly report provides an additional update and includes the new requirement in the 2021 Code, mandatory from 1st April 2023, of quarterly reporting of the treasury management prudential indicators. The non-treasury prudential indicators are incorporated in the Authority's normal quarterly revenue and capital monitoring reports.

Executive Summary

3. The report fulfils the County Council's legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code and provides an update on the performance of the treasury management function during 2023/24.
4. The County Council's treasury management strategy was most recently updated and approved at a meeting of Full Council in February 2023. The County Council has borrowed and invested sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the County Council's treasury management strategy.
5. Treasury management in the context of this report is defined as: "The management of the organisation's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
6. This report sets out the performance of the treasury management function during Q1 2023/24, to include the effects of the decisions taken and the transactions executed in the first three months of the financial year.

7. All treasury activity has complied with the County Council's Treasury Management Strategy and Investment Strategy for 2023/24, and all relevant statute, guidance and accounting standards. In addition, support in undertaking treasury management activities has been provided by the County Council's treasury advisers, Arlingclose.
8. The Prudential Code includes a requirement for local authorities to provide a Capital Strategy, a summary document approved by full Council covering capital expenditure and financing, treasury management and non-treasury investments. The latest iteration of the County Council's Capital and Investment Strategy, complying with CIPFA's requirement, was approved by Full Council in February 2023.

External Context

9. The following sections outline the key economic themes in the UK against which investment and borrowing decisions have been made so far in 2023/24.

Economic commentary

10. From the start of the quarter until May it looked like peak global monetary policy rates were in sight as inflation continued to ease and central banks turned more dovish in tone. Only a few weeks later, stronger and more persistent inflation data, particularly in the UK, changed the picture. Central Bank rhetoric and actions remained consistent with combatting inflation. The Bank of England, US Federal Reserve, and European Central Bank all increased interest rates over the period, even in the face of potential economic slowdowns in those regions.
11. Inflation fell from its peak of 11.1% reached in October 2022, but annual headline CPI in May 2023 was higher than the consensus forecast at 8.7% (8.4% expected), largely driven by services inflation, while the annual measure of underlying core inflation rose to 7.1% from 6.8%.
12. After a sharp rise in interest rate expectations, with clearly serious implications for mortgage markets due to higher inflation and wage data, the Bank of England's Monetary Policy Committee reaccelerated monetary policy tightening over the period with a 0.25% rise in May to a 0.5% rise in June, taking the Bank Rate to 5.0%. At both meetings the vote was 7-2 in favour of increasing rates, with the two dissenters preferring to keep rates on hold.
13. Interest rate expectations priced in further hikes in policy rates. Arlingclose, the authority's treasury adviser, revised its forecast to include a further 0.5% of monetary tightening to take Bank Rate to 5.5%. The risks, however, are that rates could be higher; financial markets are forecasting policy interest rates above 6%.

14. With many mortgages at low fixed rates now systematically being re-set over the next 12-24 months at higher rates there has been a lagged effect of the feed through of monetary policy on households' disposable income. The economic slowdown is expected to develop over time and therefore, despite the GfK measure of consumer confidence improving to -24 in June, it is likely confidence will be negatively affected at some point. The manufacturing sector contracted during the quarter according to survey data, which will eventually feed into services, whose expansion is slowing.

Financial markets

15. Financial market sentiment and bond yields remained volatile, the latter continuing their general upward trend as uncertainty and concern over higher inflation and higher interest rates continued to dominate.
16. Gilt yields rose over the period. The 5-year UK benchmark gilt yield rose from 3.30% to 4.67%, the 10-year gilt yield from 3.43% to 4.39%, and the 20-year yield from 3.75% to 4.51%.

Credit review

17. Having completed a review of its credit advice on unsecured deposits at UK and non-UK banks following concerns of a wider financial crisis after the collapse of Silicon Valley Bank purchase of Credit Suisse by UBS, as well as other well-publicised banking sector issues, in March 2023 Arlingclose reduced the advised maximum duration limit for all banks on its recommended counterparty list to 35 days. On the back of this, Arlingclose reduced its recommended maximum duration limit for unsecured deposits for all UK and Non-UK banks/institutions on its counterparty list to 35 days as a precautionary measure. No changes were made to the names on the list.
18. Arlingclose continued to monitor and assess credit default swap levels for signs of ongoing credit stress but made no changes to the counterparty list or recommended durations over the quarter. Nevertheless, heightened market volatility is expected to remain a feature, at least in the near term and, as ever, the institutions and durations on the Council's counterparty list recommended by Arlingclose remains under constant review.

Local Context

19. At 31 March 2023, the County Council's underlying need to borrow for capital purposes was £749.7m as measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment and amounted to £1,111.7m. These factors are summarised in Table 1.

Table 1: Balance sheet summary	31/03/23 Balance £m	31/03/24 Forecast £m
CFR	749.7	748.1
Less: Other debt liabilities*	(121.4)	(113.2)
Borrowing CFR	628.3	634.9
External Borrowing	(251.5)	(177.5)
Internal Borrowing	376.7	457.4
Less: Balance sheet resources	(1,111.7)	(1,126.3)
Net Investments	(735.0)	(668.9)

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

20. The County Council's strategy was to maintain borrowing and investments below their underlying levels, referred to as internal borrowing, to reduce risk and keep interest costs low. The treasury management position at 31 March 2023 and the change during the year are shown in Table 2.

Table 2: Treasury management summary	31/03/23 Balance £m	Movement £m	30/06/23 Balance £m	30/06/23 Rate %
Long-term borrowing	(192.1)	20.1	(172.0)	4.63
Short-term borrowing	(8.0)	0.0	(8.0)	5.34
Total borrowing	(200.1)	20.1	(180.0)	4.66
Long-term investments	238.5	40.8	279.3	4.32
Short-term investments	151.8	5.0	156.8	4.00
Cash and cash equivalents	349.7	(305.7)	44.0	4.66
Total investments	740.0	(259.9)	480.1	4.25
Net investments	539.9	(239.8)	300.1	

Note: the figures in Table 2 are from the balance sheet in the County Council's accounts, but adjusted to exclude operational cash, accrued interest and other accounting adjustments. Borrowing figures exclude short term balances held on behalf of others.

21. The decrease in net investments of £239.8m shown in Table 2 reflects a decrease in investment balances of £259.9m, largely due to the prepayment of three years' worth of employer pension contributions on 1st April, in conjunction with early repayment of borrowing of £20.1m in line with the County Council's policy on internal borrowing. Further details are provided in the Borrowing Strategy and Treasury Investments Activity sections of this report.

Borrowing Update

22. The County Council has no plans to borrow to invest primarily for commercial return and so is unaffected by the changes to the Prudential Code.
23. The County Council is not planning to purchase any investment assets primarily for yield, so is able to retain full access to the PWLB, however there are no plans to take on any new external borrowing.
24. Further, the County Council has and may continue to invest in pooled funds as part of its Treasury Management strategy. This is not a policy to primarily generate yield but a part of the implementation of the wider Treasury Management strategy to invest the County Council's surplus cash and reserves ensuring it is investing its funds prudently, having regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. By investing a diversified portfolio in respect of yield this meets the County Council's aim of protecting reserves from high inflation.
25. The County Council is a net investor and as stated in the Treasury Management Strategy 2023/24, the County Council expects a negative liability

benchmark across the forecast period, meaning that there is not a requirement to borrow and that the County Council could potentially repay its current external borrowing and still fund the planned capital programme.

Borrowing Strategy

26. At 30 June 2023 the County Council held £180m of loans (a decrease of £20.1m from 31 March 2023) as part of its strategy for funding previous years' capital programmes. The year-end treasury management borrowing position and year-on-year change are summarised in Table 3.

Table 3: Borrowing position	31/03/23 Balance	Net movement	30/06/23 Balance	30/06/23 Weighted average rate	30/06/23 Weighted average maturity (years)
	£m	£m	£m	%	
Public Works Loan Board	(188.0)	20.0	(168.0)	4.69	7.8
Banks (LOBO)	(4.0)	0.0	(4.0)	4.75	11.3
Other (fixed term)	(8.1)	0.1	(8.0)	3.92	16.5
Total borrowing	(200.1)	20.1	(180.0)	4.66	8.3

Note: the figures in Table 3 are from the balance sheet in the County Council's accounts but adjusted to exclude short term balances held on behalf of others, and accrued interest.

27. The County Council's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required. The flexibility to renegotiate loans should the County Council's long-term plans change is a secondary objective.
28. The County Council has considered it to be more cost effective in the near term to use internal resources than to use additional external borrowing and as a result of the changes to interest rates £20m of PWLB loans were repaid early in 2023/24 following consultation with Arlingclose.
29. This borrowing strategy has been monitored with the assistance of Arlingclose and has enabled the County Council to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk.
30. The County Council continues to hold £4m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the County Council has the option to either accept the new rate or to repay the loan at no additional cost. None of the LOBO loan options were exercised by the lender in the year to date.

Treasury Investment Activity

31. CIPFA published a revised Treasury Management in the Public Services Code of Practice and Cross-Sectoral Guidance Notes on 20 December 2021. These define treasury management investments as investments that arise from the organisation's cash flows or treasury risk management activity that ultimately represents balances that need to be invested until the cash is required for use in the course of business.
32. The County Council holds invested funds, representing income received in advance of expenditure plus balances and reserves held for specific purposes. During the year, the County Council's investment balances ranged between £473.6m and £621.4m due to timing differences between income and expenditure. The investment position is shown in Table 4 below.

Table 4: Treasury investment position	31/03/2023 Balance	Net movement	30/06/2023 Balance	30/06/23 Income return	30/06/23 Weighted average maturity (years)
	£m	£m	£m	%	
Short term investments					
Banks and Building Societies:					
- Unsecured	38.8	(23.8)	15.0	4.29	0.06
- Secured	10.0	(10.0)	0.0	0.00	0.0
Money Market Funds	306.0	(262.0)	44.0	4.66	0.00
Government:					
- UK Treasury Bills	58.7	(14.9)	43.8	4.37	0.19
- Local Authorities	78.0	10.0	88.0	3.98	0.49
Cash Plus funds	10.0	0.0	10.0	2.22	0.00
Total	501.5	(300.7)	200.8	4.15	0.26
Long term investments					
Banks and Building Societies:					
- Secured	7.2	5.7	12.9	5.12	2.12
Government:					
- Supranational	20.0	35.0	55.0	2.94	3.36
Total	27.2	40.7	67.9	3.36	3.12
Long term investments – higher yielding strategy					
Government:					
- Local Authorities	23.3	0.1	23.4	5.31	9.74

Table 4: Treasury investment position	31/03/2023 Balance	Net movement	30/06/2023 Balance	30/06/23 Income return	30/06/23 Weighted average maturity (years)
	£m	£m	£m	%	
Pooled Funds:					
- Pooled property*	75.0	0.0	75.0	3.35	N/A
- Pooled equity*	51.0	0.0	51.0	6.14	N/A
- Pooled multi-asset*	48.5	0.0	48.5	4.69	N/A
Total	197.8	0.1	197.9	4.32	9.74
Total investments	726.5	(259.9)	466.6	4.25	1.03
Thames Basin Heaths pooled fund investments	13.5	0.0	13.5		
Total	740.0	(259.9)	480.1		

* The rates provided for pooled fund investments are reflective of annualised income returns based on the market value of investments at the start of the year.

Note: the figures in Table 4 are from the balance sheet in the County Council's accounts, but adjusted to exclude operational cash, accrued interest and other accounting adjustments.

33. The decrease in investment balances since the year end can primarily be attributed to the prepayment of three years' worth of employer pension contributions, totalling £264.2m, in early April 2023.
34. The CIPFA Code and government guidance both require the County Council to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The County Council's objective when investing money is therefore to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults alongside managing the risk of receiving unsuitably low investment income. The County Council's Treasury Management Strategy Statement (TMSS) sets out how it will manage and mitigate these risks.
35. As demonstrated by the liability benchmark in this report, the Authority expects to be a long-term investor and treasury investments therefore include both short-term low risk instruments to manage day-to-day cash flows and longer-term instruments where limited additional risk is accepted in return for higher investment income to support local public services.
36. The progression of risk and return metrics are shown in the extracts from Arlingclose's quarterly investment benchmarking in Table 5 below. The figures below show that the County Council is earning a higher rate of return than

comparable Local Authorities but at a low level of risk.

Table 5: Investment benchmarking (excluding pooled funds)	Credit rating*	Bail-in exposure	Weighted average maturity (days)	Rate of return
		%		%
31.03.2023	AA-	64	241	4.04
30.06.2023	AA-	21	621	4.35
Similar LAs	AA-	42	1,940	4.05
All LAs	A+	63	11	4.44

* Credit ratings are taken from the three main ratings agencies; Fitch, Moody's and S&P

Externally managed pooled funds

37. In 2019 the County Council agreed to increase the amount of its cash balances earmarked for investments targeting higher yields of around 4% to £235m. This allocation was increased to £250m as part of the Capital and Investment Strategy for 2021/22 and the approach to investing this allocation was most recently set out in the Treasury Management Strategy Statement for 2023/24, with a recommendation to increase the allocation further to £320m, if opportunities allowed and total cash balances were sufficiently high.
38. Approximately £211m of this allocation has now been invested, with the remaining balance earmarked. The total includes £13.5m invested on behalf of the Thames Basin Heaths Joint Strategic Partnership Board (TBH JSPB), where the County Council acts as the administrative body. Any investments made from cash held on behalf of the TBH JSPB are made with the agreement that the TBH JSPB has received its own financial advice and assumes all risks associated with these investments.
39. As at 30th June 2023, £174.5m of the Authority's high yield investments was invested in externally managed strategic pooled funds, where the Council could afford exposure to short term variations in capital values in order to generate higher income returns. These funds have generated an average total return of 22.74% since purchase.
40. Financial market conditions were volatile during the quarter, but favourable in some areas. Resilient economic data, which led to diminishing talk of recessions at a time when interest rate peaks are thought to be near initially helped UK, euro-area and US equity markets. However, UK equities fell in May (sterling's strength weighed on some sectors) and ended the quarter marginally lower. Eurozone equities were slightly higher but did not match the larger global rally in US equities (helped by a soft-landing scenario for the economy and enthusiasm over AI) and Japanese equities.

41. UK property markets continued to struggle as higher interest rates and bond yields and higher funding costs weighed on the sector. There was some improvement in May, building on signs of returning investor interest and transactional activity in calendar Q1 and a perception that the downturn in commercial real estate may be bottoming out. This has helped support capital values and rental income. The additional move upwards in yields in late May/June and the prospect of sluggish economic growth however constrain the outlook.
42. The combination of the above had a marginal negative effect on the combined value of the Authority's funds since March 2023. Income returns remained broadly consistent, but capital values have decreased particularly in the County Council's pooled property and multi-asset funds.
43. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's medium-to long-term investment objectives are regularly reviewed. Having taken advice from Arlingclose as a result of the changes in the interest rate environment providing similar (and in some cases better) returns on more liquid investments, the County Council has sought to disinvest £68.0m of its pooled fund holdings in Quarter 2, crystallising a net capital gain of £3.9m. Capital gains made from this disinvestment will be transferred to the Investment Risk Reserve, in order to mitigate any potential losses on future disinvestment should they arise.
44. In April 2023 the Department for Levelling Up, Housing and Communities published the full outcome of the consultation on the extension of the statutory override on accounting for gains and losses on pooled investment funds. The override has been extended for 2 years until 31st March 2025 but no other changes have been made; whether the override will be extended beyond the new date is unknown but commentary to the consultation outcome suggests not. The Authority will discuss with Arlingclose the implications for the investment strategy and what action may need to be taken.

Non-Treasury Investments

45. The definition of investments in CIPFA's revised Treasury Management Code now covers all the financial assets of the County Council as well as other non-financial assets which the Council holds primarily for financial return. Investments that do not meet the definition of treasury management investments (i.e. management of surplus cash) are categorised as either for service purposes (made explicitly to further service objectives) and or for commercial purposes (made primarily for financial return).
46. Investment Guidance issued by the Department for Levelling Up Housing and Communities (DLUHC) and Welsh Government also broadens the definition

of investments to include all such assets held partially or wholly for financial return.

47. This could include loans made to Hampshire based businesses or the direct purchase of land or property and such loans and investments will be subject to the County Council's normal approval process for revenue and capital expenditure and need not comply with the treasury management strategy.
48. The County Council's existing non-treasury investments are valued annually, and their valuations as at 31st March 2023 are listed in Table 6.

Table 6 – Non-treasury investments	31/03/23 Asset value £m	31/03/23 Rate %
Hampshire County Council:		
Loans to Hampshire based business	4.5	4.00
On behalf of Enterprise M3 LEP:		
Loans to Hampshire based business	12.2	2.33
Total non-treasury investments	16.7	2.78

Compliance Report

49. The County Council confirms compliance of all treasury management activities undertaken during the quarter with the CIPFA Code of Practice and the County Council's approved Treasury Management Strategy.
50. Compliance with specific investment limits is demonstrated in Table 7 below.

Table 7 – Investment limits	2023/24 Maximum £m	30/06/23 Actual £m	2023/24 Authorised Limit	Complied
The UK Government	63.8	43.8	n/a	✓
Local authorities & other government entities	108	108	Unlimited	✓
Secured investments	55	55	Unlimited	✓
Banks (unsecured)	15	15	Unlimited	✓
Building societies (unsecured)	0	0	£90m	✓

Registered providers	0	0	£90m	✓
Money market funds	240.5	35.5	Unlimited	✓
Strategic pooled funds	188	188	£450m	✓
Real estate investment trusts	0	0	£90m	✓
Other investments	0	0	£90m	✓

51. Compliance with the authorised limit and operational boundary for external treasury management debt, is demonstrated in Table 8.

Table 8 – Debt limits	Q1 2023/24 Maximum £m	30/06/23 Actual £m	2023/24 Operational Boundary £m	2023/24 Authorised Limit £m	Complied
Borrowing	251.0	250.4	745	780	✓
PFI and Finance Leases	121.4	121.4	135	140	✓
Total debt	372.4	371.8	880	920	✓

52. Since the operational boundary is a management tool for in-year monitoring it is not significant if the operational boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure. However this limit was not breached during the financial year.

Treasury Management Indicators

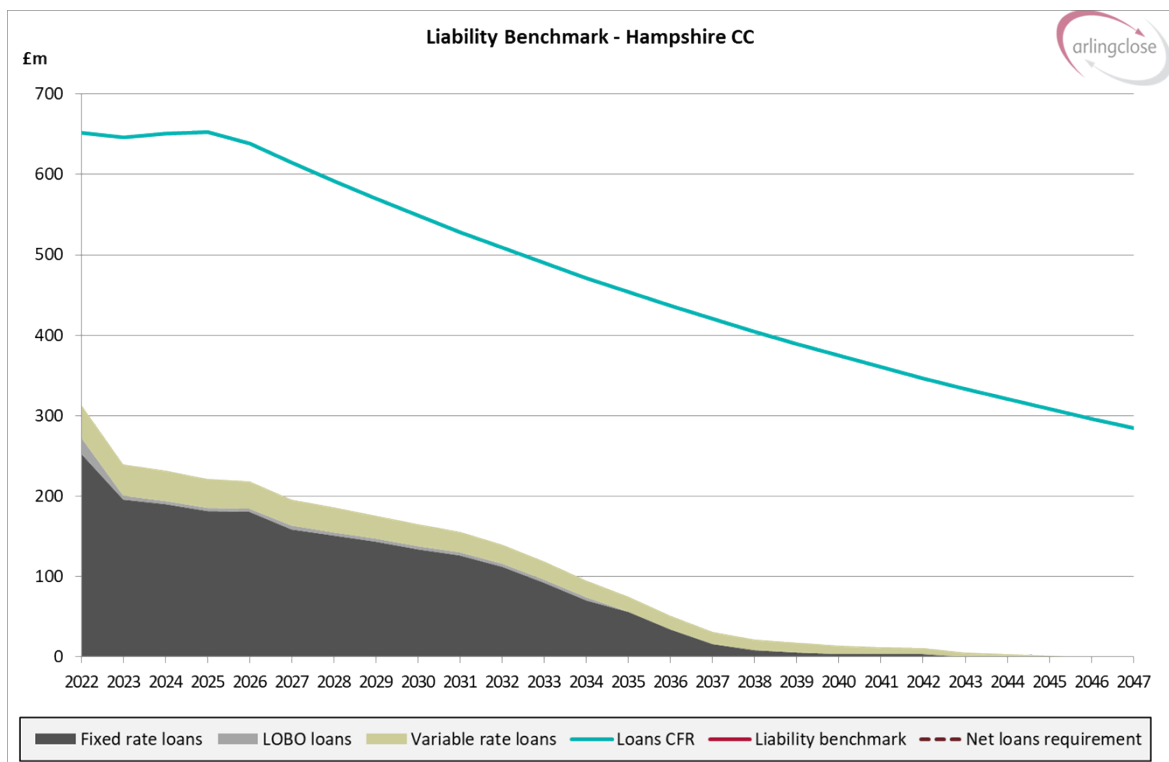
53. The County Council measures and manages its exposures to treasury management risks using the following indicators.

Liability benchmark

54. This new indicator compares the Authority's actual existing borrowing against a liability benchmark that has been calculated to show the lowest risk level of borrowing. The liability benchmark is an important tool to help establish whether the Council is likely to be a long-term borrower or long-term investor in the future, and so shape its strategic focus and decision making. It represents an estimate of the cumulative amount of external borrowing the Council must hold to fund its current capital and revenue plans while keeping

treasury investments at the minimum level required to manage day-to-day cash flow.

	31/03/2023 Actual £m	31/03/2024 Forecast £m	31/03/2025 Forecast £m	31/03/2026 Forecast £m
Loans CFR	628.3	633.3	365.3	620.2
Less: Balance sheet resources	(1,111.7)	(1,126.3)	(1,076.3)	(1,052.3)
Net loans requirement	(483.4)	(493)	(441)	(432.1)
Plus: Liquidity allowance	10	10	10	10
Liability benchmark	(473.4)	(483)	(441)	(432.1)
Existing borrowing	200.1	172	162	153



55. The County Council is a net investor and as the above table and graph shows, the County Council expects a negative liability benchmark across the forecast period (demonstrated by no visible liability benchmark line on the graph), meaning that there is not a requirement to borrow and that the County Council could potentially repay its current external borrowing and still fund the planned capital programme.

Maturity structure of borrowing

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

Table 11 – Refinancing rate risk indicator	30/06/23 Actual	Upper Limit	Lower Limit	Complied
Under 12 months	4%	50%	0%	✓
12 months and within 24 months	6%	50%	0%	✓
24 months and within 5 years	16%	50%	0%	✓
5 years and within 10 years	32%	75%	0%	✓
10 years and above	42%	100%	0%	✓

57. The County Council holds £4m of LOBO (Lender’s Option Borrower’s Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the County Council has the option to either accept the new rate or to repay the loan at no additional cost. If not repaid before maturity, this loan has a duration to maturity of just over 11 years.

Principal sums invested for periods longer than a year

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

Table 12 – Price risk indicator	2023/24	2024/25	2025/26
Actual principal invested beyond year end	279.3	272.1	272.1
Limit on principal invested beyond year end	£400m	£400m	£400m
Complied?	✓	✓	✓

Consultation, Equalities and Climate Change Impact Assessment

59. This report deals with the treasury management position for the first quarter of 2023/24, which is an in-year reporting matter and therefore no consultation or Equality Impact Assessments are required.
60. 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.

61. This report deals with the outturn position for the treasury management aspect of the County Council's business. In line with the CIPFA code, the County Council's treasury management investment balances are invested prioritising security, liquidity and then yield. The County Council's investments in pooled funds, which include investments in equities and bonds issued by a number of companies with exposures to a variety of issues, including those associated with Climate Change. All of the County Council's pooled funds are managed by investment managers who are signatories to the PRI (Principles for Responsible Investment), managing investments in line with their own individual responsible investment policies. The County Council's Treasury Management Advisers, Arlingclose, have advised the County Council on the suitability and selection of its pooled funds, including the investment managers' management of Environmental, Social and Governance (ESG) issues including the impact of Climate Change.

62. There are no further climate change impacts as part of this report which are concerned with financial reporting.

Prudential Indicators Q1 2023/24

The Prudential Code requires the County Council to ensure that capital expenditure, investment and borrowing decisions are prudent, sustainable and affordable. There are a number of prudential indicators that must be set prior to the start of each financial year, which is done as part of the Capital and Investment Strategy, which is an appendix to the February budget setting report [Revenue Budget Appendix 7 - Capital and Investment Strategy.pdf \(hants.gov.uk\)](https://www.hants.gov.uk/revenue-budget-appendix-7-capital-and-investment-strategy.pdf)

The Prudential Code requires the Chief Financial Officer to establish procedures to monitor and report performance against these indicators. From 2023/24 this reporting must be on a quarterly basis and the intention is to report this information within the following Cabinet reports during 2023/24:

- Q1 – MTFS update – October 2023
- Q2 – Financial update and provisional cash limits – December 2023
- Q3 – Revenue budget and precept – February 2024
- Q4 – End of year financial report – July 2024

1. Capital programme forecast expenditure (Prudential Indicator 1)

1.1 The County Council has a significant capital programme. As with any large programme of capital expenditure, the exact timing of expenditure across financial years is always likely to vary to some degree as schemes progress. The most recent forecast for the timing of capital expenditure for the updated capital programme approved by Cabinet and County Council in July 2023 is shown in Table 1 alongside the equivalent figures from the February 2023 capital programme report.

Table 1: Capital programme forecast expenditure flows (Prudential Indicator 1)

	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	Future years Estimate
	£'000	£'000	£'000	£'000
February 2023 forecast	296,655	281,486	229,601	192,802
Q1 2023/24 forecast	337,957	289,186	229,601	196,476

2. Ensuring Borrowing is only for capital purposes (Prudential Indicator 2)

2.1 The Capital Financing Requirement (CFR) is the cumulative outstanding amount of debt finance. The CFR increases with new debt-funded capital

expenditure and reduces through annual Minimum Revenue Provision (MRP) charges to the revenue budget and any capital receipts or other contributions used to replace debt.

- 2.2 The Prudential Code states that a local authority must ensure that gross debt is only for capital purposes over the medium term, which means that gross external debt must not exceed the total of the CFR from the preceding year plus the estimates of any additional CFR for the current and next two financial years, except in the short term. This is a key indicator of prudence.
- 2.3 Actual figures for the CFR and debt at 31 March 2023 and forecasts for the next three years are shown in Table 2 and confirm that the County Council expects to remain compliant with the requirements linked to this indicator.

Table 2: Ensuring Borrowing is Only for Capital Purposes (Prudential Indicator 2)

	31/03/24 Estimate £M	31/03/25 Estimate £M	31/03/26 Estimate £M
CFR	768	777	752
Debt			
Borrowing	213	203	200
PFI liabilities	117	109	100
Leases	-	15	14
Total Debt	330	327	314

3. Affordable borrowing limits (Prudential Indicators 3 and 4)

- 3.1 The County Council is legally obliged to set an Authorised Limit for the maximum affordable amount of external debt. In line with statutory guidance, a lower 'Operational Boundary' is also set as a warning level should debt approach the limit. The Operational Boundary is based on an estimate of the most likely (i.e. prudent but not worst case) scenario for external debt. It links directly to estimates of capital expenditure, the CFR and cash flow requirements, and is a key management tool for in-year monitoring.

Table 3: Affordable Borrowing Limits (Prudential Indicators 3 and 4)

	2023/24 £M	2024/25 £M	2025/26 £M
Authorised limit	920	920	925
Operational boundary	880	875	885
Maximum total borrowing (incl leases)	346	330	327
Compliance with authorised limit?	Yes	Yes	Yes

4. Ratio of financing costs to net revenue stream (Prudential Indicator 5)

- 4.1 Capital expenditure is not charged directly to the revenue budget, however the interest payable on loans and the annual MRP are charged to revenue, as are other financing costs such as interest payable under finance leases and amounts relating to the early settlement of borrowing. In aggregate these costs are known as financing costs. The impact of these costs needs to be well understood prior to making capital investment decisions and then closely monitored.
- 4.2 Table 4 shows the proportion of the County Council's net revenue stream (Council Tax, business rates and general government grants) required to meet financing costs. This is an indicator of the affordability of the capital programme.

Table 4: Ratio of Financing Costs to Net Revenue Stream (Prudential Indicator 5)

	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate
Ratio – Feb 2023 forecast	3.7%	3.5%	3.2%
Ratio – Q1 23/24 forecast	4.8%	4.4%	4.1%

The increases in the Q1 ratios as compared to the February 2023 forecasts are largely due to a change to the calculation of financing costs as defined by the Prudential Code. The financing costs now exclude interest receivable on cash balances held in order to present a more prudent view of the position.

5. Net income from commercial and service investments to net revenue stream (Prudential Indicator 6)

- 5.1 The update to the Prudential Code in 2021 introduced a new prudential indicator intended to show how reliant a local authority is on income from commercial and service investments, and therefore how exposed the authority is to the loss of this income.

Table 5: Net Income from Commercial and Service Investments to Net Revenue Stream (Prudential Indicator 6)

	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate
Ratio – Feb 2023 forecast	0.1%	0.1%	0.1%
Ratio – Q1 23/24 forecast	0.1%	0.1%	0.1%

- 5.2 The County Council has a small number of legacy arrangements that generate income from commercial investments and holds a number of further assets classified as investment properties within its Balance Sheet. These

income from these investments does not have a significant impact on the County Council's revenue budget.

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

Ref.	Service Area and Description of Proposal	Impact of Proposal	2024/25 £'000	2025/26 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
GA-25-B	Governance & Assurance – Cease external administrative support and seek to identify alternative funding, for the Hampshire Personalisation Expert Panel (PEP).	The PEP comprises a range of Experts by Experience who facilitate the involvement of residents in the development and improvement of Adults' Health and Care Services. This proposal would see a reduction in the administrative and associated costs in running PEP, the majority of historic running costs now reduced through on-line meeting arrangements.	0	16	16	0
GA-23-C	Governance & Assurance - Revise the operating model for the Care Governance and Quality Assurance function.	Reduction of the capacity and ability to oversee the quality of Adults' Health and Care services and provide robust care governance and quality assurance, including continuous improvement. Effort would be made to manage staffing impacts through natural turnover – however, this may not be possible in every case.	0	100	100	3
HQ-25-A	HQ - Various minor savings from the HQ Services budgets through reviewing 3rd party spend and staff expenses budget lines, where efficiencies have been identified.	The savings proposals do not have any impacts on the HQ resourcing and customer service levels.	161	256	256	0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2024/25	2025/26	Full Year Impact	Estimated Staffing Impact
			£'000	£'000	£'000	FTE
HQ-25-B	<p>HQ – It is proposed to cease Adult Social Care spend on the following services that are non-statutory for the County Council:</p> <p>1) Independent Sexual Violence Advocacy (ISVA) and Rape and Sexual Abuse Counselling (RASAC) services. 2) Social Inclusion (Homelessness Support Services)</p> <p>There will also be a comprehensive spend review and analysis of all other 3rd party spend and contract arrangements across the Directorate to identify opportunities to consolidate, reduce, or remove spend.</p>	<p>Removal of Adult Social Care funding for ISVA and RASAC could result in a 6% reduction in the contract value for ISVA and a 10% reduction in value for RASAC. This may result in an increase in waiting times for services.</p> <p>Removal of Social Inclusion discretionary spending could result in increased financial pressure on Housing Authorities to meet statutory homeless duties and may result in the closure of homeless hostels if alternative funding is not secured.</p> <p>The County Council would need to find alternative ways to meet the care and support needs of the people who use these services and have assessed eligible needs under the Care Act 2014.</p>	0	2,092	2,092	0
HQ-25-C	<p>HQ - Review the infrastructure grant held by the Demand Management & Prevention Change Unit (DMPCU) which supports voluntary services across Hampshire with infrastructure and running costs. In addition, review the remaining grants budget.</p>	<p>Any reduction in funding could result in a need to identify alternative, external funding support for the Voluntary Community Social Enterprise (VCSE) sector. May result in reduced VCSE activity.</p>	0	620	620	0

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Ref.	Service Area and Description of Proposal	Impact of Proposal	2024/25	2025/26	Full Year Impact	Estimated Staffing Impact
			£'000	£'000	£'000	FTE
HQ-25-D	HQ - Review the Directorate utilising the Better Care Fund (BCF) to contribute towards HCC costs to delivering Disabled Facilities Grants (DFGs) in an equitable and economical way through the best use and recycling of existing equipment to residents.	Agreement by key stakeholders to better utilise some DFG spend for the reuse of community equipment (stairlifts, hoists and other home adaptations) to deliver service efficiencies, cost savings and achieve better outcomes for residents as more people can be supported to remain living independently at home.	0	920	920	0
HQ-25-E	HQ - Generate greater income through: 1. Expansion of service provided to individuals who pay privately for TEC services. 2. A review of the fees for brokering care and administering payments for clients who fully fund their own care. 3. Continuation and expansion of sold services within Learning and Development to other organisations.	Residents that self-fund their care could see an increase in the cost to them of having the Council administer their care services for them. Any increase would be considered alongside relevant legislation.	7	40	40	0
HQ-25-F	HQ - To consider, when assessing an individual's income, increasing the amount taken into account for care charges from 95% to 100% of an individual's assessable income, as permissible within the	Hampshire residents that are in receipt of non-residential care and do not fully fund their own care could see a change to the way their care charges are considered. If approved, individuals would continue to retain the minimum income guarantee set	0	500	500	0

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Ref.	Service Area and Description of Proposal	Impact of Proposal	2024/25 £'000	2025/26 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
	Care Act 2014 and outlined in section 8.38-8.48 of the statutory guidance.	out nationally by the Department of Work and Pensions and would no longer retain the additional 5% discretionary amount that Hampshire currently apply.				
HQ-25-G	HQ - Ensure that commissioning and brokerage support for the procurement and ongoing management of services provided to the NHS is appropriately recompensed.	Further consideration for joint commissioning and brokerage would mean greater efficiencies across the Hampshire System.	100	100	100	0
HQ-25-H	HQ - Increase use of digital automation opportunities to make efficiencies across the Directorate.	The savings proposals should have positive impacts on customer service through offering further digital options for interaction with the Directorate. Staffing impact is likely to be managed through natural turnover.	0	50	50	1
HQ-25-I	HQ - Reduction of staffing resource across HQ Services and alignment of prevention activities and digital tools across Adult Social Care, Children's Services, Health and Public Health to create a more streamlined service for the public.	More collaborative working across all partners to ensure that early intervention and prevention is focused and duplication is reduced across Health and Social Care services. Staffing impact is likely to be managed through natural turnover.	160	410	410	5

Ref.	Service Area and Description of Proposal	Impact of Proposal	2024/25	2025/26	Full Year Impact	Estimated Staffing Impact
			£'000	£'000	£'000	FTE
OA-25-A	Older Adults - A review of core staffing levels in the Reablement services.	A workforce and structure review of Reablement and Occupational Therapists that could lead to a streamlined operating model and the use of any vacant Reablement posts. This would have an impact on capacity to surge deliver wider Reablement services - but priority services to vulnerable users would be maintained and prioritised in order to return them to independence. Effort would be made to manage staffing impacts through natural turnover – however, this may not be possible in every case.	470	976	976	25
OA-25-E	Older Adults - Apply new and extend current approaches to how we support Older Adults with care needs of any type, including: - approaches that enable alternatives to paid for care to be more accessible - review use of capacity within the entire market for care packages, including HCC Care - review length of stay in high cost home care packages.	Reassessing individuals with care packages (and working closely with older individuals that are in the stages prior to being in receipt of supported care) with a view to extending strengths based outcomes. For example making better use of care technology, family, friends, community and personal resources as an alternative to formal care and support. Encouraging providers to develop the skills of individuals with greater focus upon short term support that enables greater independence.	2,070	13,100	13,100	0
YA-25-A	Younger Adults - Review support provided to people in employment	A review of how to deliver supported employment to people with a learning	220	220	220	0

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Ref.	Service Area and Description of Proposal	Impact of Proposal	2024/25 £'000	2025/26 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
	for people with learning disabilities.	disability, exploring alternative support for people with an eligible need. This could result in changes to support, or a removal of support, for some individuals.				
YA-25-B	Younger Adults - Review workforce requirements in Younger Adults	A workforce review would lead to a reduction of between six and ten full time equivalent staff posts depending upon their grades. The exact posts and Younger Adults teams potentially affected would not be known until significant further work is undertaken, however it would be designed to have minimal impact upon capacity. Effort would be made to manage staffing impacts through natural turnover – however, this may not be possible in every case.	150	300	300	8
YA-25-C	Younger Adults - Review mental health section 117 responsibilities.	Some people who have been in hospital subject to the Mental Health Act are entitled to what is known as Section 117 aftercare services, which include healthcare, social care and supported accommodation. This review proposes working more closely with the NHS to fund and support these people.	50	500	500	0
YA-25-D	Younger Adults - Further extension of Strengths Based Approach in Young Adults.	Reassessing people's care packages with a view to strengths-based outcomes. The aim would be to deliver and maintain similar outcomes for young adults where possible but through a more cost-effective method.	350	1,750	3,500	0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2024/25 £'000	2025/26 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
		This approach would be applied to all reviews, regardless of whether someone is in receipt of services provided by or commissioned by the County Council or in receipt of a direct payment. The review would include exploration of the potential for: - a greater emphasis on community support (without a cost to the County Council); - support to develop self-sustaining networks; - time limited support to develop skills, - increased use of technology.				
YA-25-E	Younger Adults - Extension of HCC Care to provide more long term services for people with learning disabilities.	This proposed series of developments would aim to create new HCC Care services for young adults as an alternative to independent sector provision. HCC Care has a track record of providing good quality services for young adults.	125	500	500	0
YA-25-F	Younger Adults - Support a further review and increase in the use of supported living models for young adults and a further decrease in the use of residential care.	Creating more supported living opportunities for young adults and reducing the use of residential care. This would enable greater levels of independence and tenancy rights for individuals.	350	1,750	3,500	0
YA-25-G	Younger Adults - Review of Transition strategies for Mental Health and Learning Disabilities.	This proposal would focus on young adults in transition from Children's Services, Special Educational Needs teams, Care	570	750	1,500	0

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Ref.	Service Area and Description of Proposal	Impact of Proposal	2024/25 £'000	2025/26 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
		Leavers and other children approaching adulthood. This would include exploring: - the application of least restrictive approaches; - the application of strengths-based approaches; - alternative models of care; - alternative service providers.				
YA-25-H	Younger Adults - Increase the use of volunteers to support Young Adults.	The use of volunteers to support individuals as an alternative to formal care and support for those people who do not require personal care. Volunteers, who would go through a thorough vetting process, would be matched with people based on their interests and preferences.	150	750	1,500	0
YA-25-I	Younger Adults - Review use of the wellbeing centres and explore alternative funding.	A review of the funding arrangements for mental health wellbeing centres, which serve around 14,000 people across Hampshire. Services include support for people with anxiety, depression and other mental health problems. Most services are time limited and include group sessions and peer support. The majority of funding for these services comes from the NHS and Public Health. Funding from the NHS has increased in recent years due to investment	350	700	700	0

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Ref.	Service Area and Description of Proposal	Impact of Proposal	2024/25 £'000	2025/26 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
		from NHS England in the Community Mental Health Transformation programme.				
YA-25-K	Younger Adults - Application of strengths based approaches across Young Adults. For example, maximising the use of technology, universal services and communities as an alternative to paid for care and support.	Reassessing people's care packages with a view to strengths-based outcomes. The aim would be to deliver and maintain similar outcomes for young adults where possible but through a more cost-effective method. This approach would be applied to all reviews, regardless of whether someone is in receipt of services provided by or commissioned by the County Council or in receipt of a direct payment. The review would include exploration of the potential for: - a greater emphasis on community support (without a cost to the County Council); - support to develop self-sustaining networks; - time limited support to develop skills, - increased use of technology.	1,150	4,250	8,500	0
YA-25-L	Younger Adults - Review the use of technology in residential care and supported living with particular focus on night support.	Increasing the use of technology to support the provision of care in residential care and supported living services with a particular focus upon support for people during the night.	0	750	1,500	0
YA-25-M	Younger Adults - Review the provision of transport and consider	A review of the use of transport for young adults. Potential options could include greater use of personal resources, use of	750	750	1,500	0

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Ref.	Service Area and Description of Proposal	Impact of Proposal	2024/25 £'000	2025/26 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
	alternative efficient methods of delivery.	Direct Payments, use of public transport services or using social care services in closer proximity to the person's home address.				
YA-25-N	Younger Adults - Review and manage the provision of high cost placements.	This proposal would focus on young adults with complex needs who live in high-cost placements, ensuring that strengths-based and least restrictive approaches are employed.	500	2,500	5,000	0
Total Adults' Health and Care			7,683	34,650	47,900	42

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

Ref.	Service Area and Description of Proposal	Impact of Proposal	2024/25 £'000	2025/26 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
CS01	Services for Young Children. In accordance with DfE guidance, ensuring that relevant posts are funded from the Early Years Block of the Dedicated School Grant rather than Council revenue budgets.	No impact as this proposal requires movement of funding between budgets. There are no staffing or external impacts	214	214	214	0
CS02	Services for Young Children. Seeking an external service provider to operate the Aviary Nursery, rather than it being run by the County Council	No impact, as staff would be TUPE transferred, and service would continue for families	0	38	38	0
CS03	Services for Young Children. Funding a childcare workforce development post from the Early Years Block of the Dedicated Schools Grant, rather than the Council's revenue budget	No impact as this proposal requires movement of funding between budgets. There are no staffing or external impacts	30	30	30	0
CS04	Children & Families Family Help. Strengthening early help services through a new Family Help Service based around neighbourhood teams, reducing demand for the more expensive children's social care services.	Positive impact on children and families/carers who receive an earlier intervention that stop their needs from escalating	300	1,500	1,500	0
CS05	Children & Families Transforming Social Care. Further development and strengthening of social work interventions to enable more children to remain safely at home with support	Positive impact for children who are able to safely at home and avoid being taken into care	1,700	8,500	8,500	0

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Ref.	Service Area and Description of Proposal	Impact of Proposal	2024/25 £'000	2025/26 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
	(where it is appropriate to do so), slowing the growth of children coming into care					
CS06	Joint Commissioning & Brokerage. Exploring the opportunity to establish a shared Commissioning & Brokerage Service between Children's Services and the Integrated Care Board for those children who require packages of support commissioned by both health and social care	Positive impact on service users who benefit from streamlined decision making, improving the timeliness and quality of services. Potential impact on staff as a result of changes to structures and responsibilities. Dependent on the ICB and HCC agreeing an integrated approach.	25	25	25	0
CS07	Sold Services to Schools. Additional income and contribution from the school's market served by business areas within the branch including the Music Service, School Improvement (HIAS), Governor Services, Careers, and County Supplies. Additionally, remove the £21k contribution from the Council for Swanwick's education budget.	No impact as this proposal uses additional contribution and curriculum realignment, rather than a reduction in education provision.	21	100	100	0
CS08	Regionalised UASC (children seeking asylum) Brokerage. Exploring the opportunity to deliver a brokerage service for all Unaccompanied Asylum-Seeking Children (UASC) in the South-East region. This would create a central point of contact for providers and one referral system for all UASCs (specifically those allocated via National	Positive impact on children seeking asylum as it will streamline the identification of placements for them	0	188	188	0

Appendix 2

Ref.	Service Area and Description of Proposal	Impact of Proposal	2024/25 £'000	2025/26 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
	Transfer Scheme). Income would be generated by providing this service to other local authorities.					
CS09	Libraries Service Asset Stock Review. Seeking to optimise and potentially rationalising assets to ensure libraries are located in suitable buildings with cost effective lease arrangements. Reviewing stock levels, with a view to potentially reducing physical stock held in libraries.	Positive impact for customers; co-locating with other services, improved locations, better suited to the needs of the community. Potential that locations of libraries could change. Potential impact in respect of availability and range of library stock.	0	350	350	0
CS10	Libraries Service Staff Savings. Review of management and back office staffing structures, removing vacant posts, and making small reductions in headcount	Neutral impact on staffing as reductions will be achieved through natural turnover as far as possible. No public impact anticipated.	100	150	150	3
Total			2,390	11,095	11,095	3

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

Ref.	Service Area and Description of Proposal	Impact of Proposal	2024/25 £'000	2025/26 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
US01	Highways planned maintenance - Reduce planned maintenance, with planned maintenance activity continuing at reduced levels until government funding allows it to be reinstated. In addition, revised operational working practices and the use of smart, innovative technology will be explored to minimise the impact of budget reductions.	Over time, unless there is an increase in government funding for the maintenance of the highways asset, the reduction in maintenance spend will result in it becoming less resilient to the impacts of winter weather, climate change and traffic. This will lead to an accelerated deterioration in the overall health of the highway network.	0	7,500	7,500	0
US02	Highways streetlighting - Streetlighting operational savings (including more dimming and part-night lighting) and switch to more LED lighting. Working with Hampshire Constabulary to ensure suitable lighting levels based on local evidence.	Further reductions would yield carbon-saving and light pollution benefits. Some residential streets could be darker for longer and some non-residential roads could be dark overnight.	0	500	500	0
US03	School Crossing Patrols - Review of the School Crossing Patrols (SCP) service. This proposal includes undertaking assessments of each SCP controlled site to determine whether alternative safe measures could be put in place which would	The resulting measures may include the delivery of local highway measures to improve facilities for pedestrians to safely cross roads, or the determination of new safer routes to school. The assessments may also identify existing routes where an SCP	0	1,100	1,100	45

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Ref.	Service Area and Description of Proposal	Impact of Proposal	2024/25 £'000	2025/26 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
	enable the SCP provision to be safely withdrawn. Where the HCC-funded SCP provision is withdrawn through this process, schools and other bodies will be able to pay for SCP provision at full cost through a service level agreement with the County Council.	is no longer required as the route is already safe; or routes that cannot be made safe and will therefore continue to require an HCC-funded SCP for the time being.				
US04	Public Transport - Removal of all remaining spend on non-statutory public transport provision. This includes funds the County Council spends on subsidising non-commercially viable local bus routes and on providing community transport services such as Dial-a-Ride and Call and Go. A review will be undertaken to look at any knock-on impact on the Home to School Transport (HTST) service in Children's Services as a result of any bus route reductions so that this proposal can be considered in the wider context, such that removal of funding for some routes does not simply create a corresponding budget pressure in HTST.	A reduction in the size of the local bus network and community transport services, cessation of non-commercial bus services and community transport provision. The directorate will engage with third sector partners and other stakeholders to consider how the impact can be minimised.	0	1,700	1,700	5
US05	Household Waste Recycling Centres (HWRCs) - Review of the	The potential service changes could mean that residents may:	0	1,200	1,200	0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2024/25 £'000	2025/26 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
	existing 24 Household Waste Recycling Centres (HWRCs) service provision to inform a revised strategy for service delivery, taking account of best practice across the country and national guidance and enabling the provision of more modern, accessible sites. The revised service could include varying the opening hours of HWRCs, reducing the number of existing HWRCs, building new HWRCs or extending capacity of existing HWRCs, and/or introducing new charges for discretionary services at HWRCs.	<ul style="list-style-type: none"> • Have to travel further to their nearest HWRC; • Find that their nearest site is not available to them on certain days or at certain times if part-time hours are introduced; • Be able to use more modern, accessible facilities. • Be required to pay for HWRC discretionary services. 				
US07	Cross-Directorate reductions to directorate non-pay budgets , including learning & development, postage & printing.	Limited impact on colleagues or services, due to the change in ways of working since the pandemic, an internal restructure bringing together parts of two former departments, and more use of the Apprenticeship Levy funding.	16	116	116	0
US08	Highways, Engineering & Transport - Exploring commercial opportunities and income generation including expanding existing traded services, sponsorship and advertising	Resources currently focused on delivery of County Council services, including the Highways capital programme, may be diverted to income generation projects. Increase in the	251	1,010	1,010	0

Appendix 2

Ref.	Service Area and Description of Proposal	Impact of Proposal	2024/25 £'000	2025/26 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
	opportunities and increasing/expanding fees and charges.	price of services, as well as the potential to charge for new and current services not charged for, to ensure full cost recovery.				
US09	Waste and Environmental Services trading areas (Environmental Services (Trading), Asbestos, Scientific Services & Trading Standards) - Various measures to move towards a cost neutral position, mainly through increased income, as well as some further efficiencies.	Retention of self-financing non-statutory services.	127	273	273	0
US11	Facilities Management - Service reductions and efficiencies linked to office accommodation rationalisation.	Reduction in posts will be achieved through vacancy management and natural turnover, and therefore impact will be minimised.	0	200	200	7
US12	Registration & Archives - Service efficiencies and commercial opportunities, including increased fees and charges, generating new income streams and reduction in use of agency staff.	Increased income to maintain non-statutory services and retain capability for providing statutory services, but is dependent on market conditions.	250	358	358	0
US13	Countryside - Various measures to move towards a cost neutral position, including increased income from price increases and a new memberships &	Pricing policy could discourage use with a potential negative impact on public health.	75	280	280	2

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Ref.	Service Area and Description of Proposal	Impact of Proposal	2024/25 £'000	2025/26 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
	booking system, and efficiencies from integrating service delivery.					
US14	Hampshire Outdoor Centres - Various measures to build on commercial and efficiency initiatives that have been successful in the past few years to grow earned income through customer growth and retention.	Pricing policy could discourage use with a potential negative impact on public health, with schools being a main user of the services. Requires capital investment.	0	193	193	0
US15	Traffic & Safety & Rural Parking - Wide-ranging review of approach to charging and enforcing parking across Hampshire. This will include identification of additional locations (on/off road, beach front, countryside sites) suitable for charging, a review of charges currently in force, and development of alternative approaches to paid-for parking.	Current parking charges may increase to ensure full on-going cost recovery. New charges may be implemented for parking on County Council assets that are currently not charged for, to recover the costs of providing the parking. Potential safety and transport benefits.	0	315	315	0
US17	Cross Directorate Organisational redesign - arising from streamlining services, service removal, and service synergies.	Reduced capacity to deliver services and reduced resilience, potential impact on ability to deliver savings or income levels.	341	3,334	3,334	80
US18	Highways winter service - Reducing the costs of winter service provision by reviewing our current provision against statutory requirements and seeking	An updated network of priority routes, with some routes currently prioritised no longer qualifying for treatment. Implementation of new innovations that	0	1,000	1,000	0

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Ref.	Service Area and Description of Proposal	Impact of Proposal	2024/25 £'000	2025/26 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
	new innovations that can result in reduced costs.	reduce the cost of delivering the service.				
US19	Property Services - Streamline feasibility activity and spend in accordance with the County Council's capital programme.	Reduced feasibility activity and/or reducing the scope of individual feasibility studies could result in increased risk (time, cost, quality) in delivery of County Council capital programme with potential for poorer outcomes.	100	200	200	0
Total			1,160	19,279	19,279	139

Hampshire 2050 – Proposed Savings Options (Subject to consultation where appropriate)

Ref.	Service Area and Description of Proposal	Impact of Proposal	2024/25 £'000	2025/26 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
PH2050-1	Grants (One-Off Competitive). Review and consolidation of existing centrally administered competitive grants schemes which provide one-off grants to a range of community groups and organisations.	Changes may mean organisations would need to develop their business models to access alternative forms of funding and investment from other sources. This may include greater reliance on funding from national bodies, increasing the generation of income locally through voluntary donations or charging for a service contribution. If sufficient alternative funding cannot be identified, this may result in a reduction in community and cultural service provision.	481	481	481	0
H2050-4	Grants (Centrally Administered Revenue). Review of centrally administered recurring revenue grant funding awarded to a small number of services, community organisations and charitable trusts working in partnership with the County Council (including grants awarded to the Spring, the Hampshire Association of Local Councils and other funding awarded through the wider rural programme).	Changes may mean organisations would need to develop their business models to access alternative forms of funding and investment from other sources. This may include greater reliance on funding from national bodies, increasing the generation of income locally through voluntary donations or charging for a service contribution. If sufficient alternative funding cannot be identified, this may result in a reduction in community and cultural service provision.	151	199	199	0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2024/25	2025/26	Full Year Impact	Estimated Staffing Impact
			£'000	£'000	£'000	FTE
H2050-5	Grants (Management Funding Agreements). Review of grant funding provided under formal Management Funding Agreements to Hampshire Cultural Trust and Energise Me to manage specific services or areas of activity on behalf of Hampshire County Council.	Changes may mean organisations would need to develop their business models to access alternative forms of funding and investment from other sources, increasing the generation of income and identifying operational efficiencies. If sufficient alternative funding cannot be identified, this may result in a reduction in community and cultural service provision.	0	68	1,237	0
H2050-2	H2050 Organisational Re-Design. Organisation re-design and operating model review of Strategic Transport, Spatial Planning, Economic Development & Skills and Climate Change Team.	This will consider the core role and purpose of teams delivering key place shaping priorities for Hampshire, and the development of an operating model based on partnership, leadership and influence rather than direct delivery. This may impact on the ability to generate future investment through bidding for national funding.	0	1,320	1,320	32
H2050-3	Office Accommodation. In accordance with the approved Strategic Asset Management Plan (SAMP) there is an opportunity to consolidate and rationalise the County Council's built estate to deliver revenue savings. This will include an assessment of all buildings across both corporate	Proposals will be considered in accordance with the principles set out in the approved Strategic Asset Management Plan. This will ensure that the asset base will reflect new ways of working across the organisation and, in particular, the opportunity to consolidate and improve building utilisation.	0	900	1,800	0

Appendix 2

Ref.	Service Area and Description of Proposal	Impact of Proposal	2024/25 £'000	2025/26 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
	office accommodation and front line service delivery.					
Total			632	2,968	5,037	32

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

Ref.	Service Area and Description of Proposal	Impact of Proposal	2024/25 £'000	2025/26 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
Corporate Operations						
IT01	IT - Technology Consolidation & Rationalisation - Removal of redundant technology, consolidating technology to remove duplication and reviewing the future business and technical specification requirements for new equipment.	Minimal impact for the most part, although the lower specifications for some kit may impact some staff, but these can be dealt with on a business case by business case basis.	1,155	1,380	1,380	0.0
IT02	IT - Supply Chain Efficiency - Rationalisation and re-use of licenses and contract renegotiations.	Minimal impact although savings may be dependent on global economy.	325	325	325	0.0
IT03	IT - Operating Model Efficiencies - Restructuring and consolidation of teams to remove posts.	There will be a reduction in posts, but these will be handled through normal turnover wherever possible.	575	695	695	6.0
IT04	IT - Other Efficiencies - Reduction in training, travel and contingency budgets.	A large proportion of the savings relate to changed ways of working post Covid. Impact of training budget reduction will need to be monitored to ensure it does not affect service delivery longer term.	369	369	369	0.0

Appendix 2

Ref.	Service Area and Description of Proposal	Impact of Proposal	2024/25 £'000	2025/26 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
IT05	IT - Reduction in data retention period, Removal of non-essential telephony services, removal of subsidy for the public to contact via telephone.	Removal of subsidy for external telephone contact may impact some members of the public but this is in line with industry practice.	50	50	50	0.0
IBC01	IBC - Automation and Rationalisation - Further partnership efficiencies are anticipated in relation to automation and rationalisation of internal processes. Savings will be captured through vacancy management and released as part of the partnership's annual budget setting process.	No impact on service provision but there will be staffing reductions which will be managed through natural turnover as far as possible.	166	238	238	7.5
IBC02	IBC - Removal of HCC Legacy Activities linked to replacement of the Adult's and Children's social care IT systems. New processes will be aligned to the self-service principles of the standard operating model.	No impact but subject to successful implementation of new systems but there will be staffing reductions which will be managed through natural turnover as far as possible.	100	100	100	3.5

Appendix 2

Ref.	Service Area and Description of Proposal	Impact of Proposal	2024/25 £'000	2025/26 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
IBC03	IBC - Reduced headcount in the HCC General Enquiries team due to ongoing digital channel shift of the contact model reducing volumes of telephone contact.	No impact on service provision but there will be staffing reductions which will be managed through natural turnover as far as possible.	68	108	108	2.0
IA01	Internal Audit - Income generation - Onboarding additional local authorities into the Southern Internal Audit Partnership to provide an increased contribution to overhead costs.	There may be an impact on the audit days available for HCC which will need to be monitored to ensure that appropriate assurance is being given in the annual plan.	210	210	210	0.0
Fin01	Finance - Changes to the operating model to drive out further efficiencies and reduce demand on the service through increased automation, standardisation and on-going self-service for budget managers.	Professional finance support will be focused on statutory requirements and higher risk matters and there will be reduced flexibility and capacity to respond to new demand. Some budget managers may receive less direct support and will need to place greater reliance on self service support. Staff reductions will be achieved through natural turnover as far as possible.	1,018	1,018	1,018	15.0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2024/25 £'000	2025/26 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
PIB01	Pensions, Investments and Borrowing - Income Generation – The cumulative impact of previous on-boardings together with the further expansion of existing sold services in Pensions administration and Treasury Management to provide an increased contribution to overhead costs.	In order to meet the income levels, Pension Services and Treasury Management would need to onboard further partners by April 2025.	223	373	373	0.0
SP01	Strategic Procurement - Income generation - Further expansion of existing sold services in Strategic Procurement to provide an increased contribution to overhead costs.	Reduction in operational flexibility within the service to accommodate additional external clients and an increased focus on managing customer relationships and complex projects outside of HCC.	250	250	250	0.0
Sub-total - Corporate Operations			4,509	5,116	5,116	34.0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2024/25 £'000	2025/26 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
People and Organisation						
CE01	Communications and Engagement - A re-design of the operating model to include necessary changes to structure, systems and processes.	Internal impact across the organisation in relation to how we support Directorates as well as an external impact in relation to our approach to public consultation. Any reduction in staffing required is expected to be achieved through natural turnover as far as possible.	100	410	410	7.0
EP01	Emergency Planning - A re-design of the operating model to include necessary changes to structure, systems and processes.	Internal impact across the organisation in relation to how we support Directorates. Any reduction in staffing required is expected to be achieved through natural turnover as far as possible.	20	20	20	0.5
D01	Democratic Services - A re-design of the operating model to include necessary changes to structure, systems and processes.	Internal impact across the organisation in relation to how we support Directorates. Any reduction in staffing required is expected to be achieved through natural turnover as far as possible.	0	50	50	1.0
HR01	HR - A review of the operating model to include necessary changes to structure, systems and processes.	Internal impact across the organisation in relation to how we support Directorates. Any reduction in	238	696	696	13.0

Appendix 2

Ref.	Service Area and Description of Proposal	Impact of Proposal	2024/25 £'000	2025/26 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
		staffing required is expected to be achieved through natural turnover as far as possible.				
OD01	Organisation Development - A review of the operating model to include necessary changes to structure, systems, and income.	Internal impact across the organisation in relation to how we support Directorates. Any reduction in staffing required is expected to be achieved through natural turnover as far as possible.	289	466	466	6.0
EPS01	Education Personnel Services - A review of the business model with a view to increasing income.	Income generation is dependent on investment in Education Jobs technology platform. No negative impact expected to the current service provided to schools, as it's likely to involve growing (rather than reducing) the service.	0	100	100	0.0
HS01	Health and Safety - A re-design of the operating model to include necessary changes to structure, systems and processes, and with a view to increasing income.	Internal impact across the organisation in relation to how we support Directorates. Any reduction in staffing required is expected to be achieved through natural turnover as far as possible.	69	75	75	1.0

Appendix 2

Ref.	Service Area and Description of Proposal	Impact of Proposal	2024/25 £'000	2025/26 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
L01	Legal Services - A review of the operating model and business model to include necessary changes to structure, systems and processes, and with a view to increasing income.	Internal impact across the organisation in relation to how we support Directorates.	15	190	190	0.0
Sub-total - People and Organisation			730	2,007	2,007	28.5
Total - Corporate Services			5,239	7,123	7,123	62.5

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Adults' Health and Care SP2025

Equality Impact Assessments (EIAs)

Service Area	Savings Programme Reference(s)	Proposal	Pages (to be removed for final papers)
Care Governance and Quality Assurance	GA-25-B	Resident participation: Hampshire Personalisation Expert Panel (PEP)	2 to 10
	GA-25-C	Operating model	11 to 19
Headquarters	HQ-25-A	Minor efficiencies	20 to 27
	HQ-25-B	Contracts review	28 to 39
	HQ-25-C	Grants review	40 to 58
	HQ-25-D	Disabled Facilities Grants	59 to 67
	HQ-25-E	Income generation – TEC private pay	68 to 75
		Income generation – Brokerage and Billing fees	76 to 84
		Income generation – Learning and Development	85 to 93
	HQ-25-F	Client contributions	94 to 104
	HQ-25-G	Health contributions	105 to 112
	HQ-25-H	Digital automation	113 to 120
	HQ-25-I	Information and Advice	121 to 129
Older Adults	OA-25-A	Review workforce requirements in Older Adults	130 to 139
	OA-25-E	Older Adults care overview	140 to 150
Younger Adults	YA-25-A	Supported employment	151 to 160
	YA-25-B	Review workforce requirements in Younger Adults	161 to 170
	YA-25-C	Section 117 responsibilities	171 to 180
	YA-25-D & K	Strengths Based Approaches	181 to 190
	YA-25-E	Extension of HCC Care	191 to 199
	YA-25-F	Supported living	200 to 209
	YA-25-G	Transition strategies	210 to 219
	YA-25-H	Volunteers	220 to 229
	YA-25-I	Wellbeing centres	230 to 239
	YA-25-L	Technology in residential care	240 to 249
	YA-25-M	Transport	250 to 259
YA-25-N	High cost placements	260 to 269	

Adults' Health and Care (AHC)

Care Governance and Quality Assurance

Name of SP25 proposal:	SP25 Proposal Reference:
Resident Participation: Hampshire Personalisation Expert Panel	EIA-25-B AHC 2023/06/20

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Philippa Mellish	AHC	Head of Care Governance and Quality Assurance	Philippa.mellish@hants.gov.uk	0370 779 0652	20/06/2023	v0.2
2	EIA authoriser	Graham Allen	AHC	Deputy Chief Executive & Director AHC	graham.allen@hants.gov.uk	03707 795574	15/08/2023	v0.2
3	EIA Coordinator	Gloria Kwaw	AHC	Equality and Inclusion manager	Gloria.kwaw@hants.gov.uk	0370 779 4934	14/08/2023	v0.2

Section one – information about the service and service change

Service affected	Hampshire Personalisation Expert Panel
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<p>Please provide a short description of the service / policy/project/project phase</p>	<p>The Hampshire Personalisation Expert Panel (PEP) started in 2009 and brings together a range of ‘Experts by Experience’ who have a wealth of lived experience using services as Disabled People and Carers to draw from. Experts by Experience are often connected to wider networks, such as the Direct Payments Reference Group, the Hampshire Carers Partnership, Hampshire Autism Partnership and Hampshire Learning Disabilities Partnership. Members of PEP are committed to the reform of adult social care and health care and work with the Directorate to scrutinise its policies and approach, whilst also supporting specific resident engagement and co-production initiatives to improve and develop services.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>Historically £16k funding has been made available to an external organisation for the administration of PEP, including payment of resident involvement expenses and allowances. In recent years, the amount of funding needed to run PEP has reduced due to moving meetings permanently online. 2022-23 expenditure totalled just over £8500, of which 70% related to management and administrative overheads. The remaining 30% related to attendance fees, which could increase if PEP is successful in expanding its membership.</p> <p>This proposal is to cease providing funding to an external organisation and bring the administration of PEP in-house, whilst seeking to identify alternative sources of funding to meet the costs of attendance expenses and allowances. This could include supporting PEP to identify external funding sources. Funding for specific, one-off projects and initiatives would also need to be sourced separately.</p> <p>Should it not be possible to identify alternative funding sources, the future viability of PEP would need to be considered and it may be necessary to explore how its aims and objectives may be achieved in other ways, e.g., through wider established resident engagement forums.</p>

Engagement and consultation

The County Council’s *Making the Most of your money budget* consultation (2024-2026) sought 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?

There has been ongoing engagement with the co-Chairs of the Hampshire Personalisation Expert Panel.

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.

Significant planning and engagement would take place with stakeholders ahead of any implementation. Historically Adults' Health and Care has provided funding to Spectrum for the administration of PEP. The Directorate would engage with Spectrum on the proposal and continue to work closely with the co-Chairs of PEP and wider PEP members as appropriate.

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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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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

Disability			✓			Public
Gender reassignment		✓				Public
Pregnancy and maternity		✓				Public
Race		✓				Public
Religion or belief		✓				Public
Sex		✓				Public
Sexual orientation		✓				Public
Marriage & civil partnership		✓				Public
Poverty		✓				Public
Rurality		✓				Public

Table 2 Geographical impact

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

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

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	No impacts identified. PEP would continue to operate, supporting resident engagement and scrutiny of Adults' Health and Care services and policies. This could be in relation to any aspect of the Directorate's work and is not focused on or intended to target any characteristic group. Should it be necessary to discontinue PEP, there are alternative forums and avenues for engaging residents based on age across Hampshire.
Disability	PEP membership comprises individuals with lived experience of disability. Should it be necessary to discontinue PEP, these individuals may feel disempowered and less able to advocate for people with disabilities and promote independent living. This is, however, considered a low impact as the intention is for PEP to continue through efficiencies and identification of alternative funding sources. Moreover, there are alternative established forums for engaging residents with disabilities including, for example, the Hampshire Learning Disability Partnership.
Gender reassignment	No impacts identified. PEP would continue to operate, supporting resident engagement and scrutiny of Adults' Health and Care services and policies. This could be in relation to any aspect of the Directorate's work and is not focused on or intended to target any characteristic group.
Pregnancy and maternity	No impacts identified. PEP would continue to operate, supporting resident engagement and scrutiny of Adults' Health and Care services and policies. This could be in relation to any aspect of the Directorate's work and is not focused on or intended to target any characteristic group.
Race	No impacts identified. PEP would continue to operate, supporting resident engagement and scrutiny of Adults' Health and Care services and policies. This could be in relation to any aspect of the Directorate's work and is not focused on or intended to target any characteristic group.
Religion or belief	No impacts identified. PEP would continue to operate, supporting resident engagement and scrutiny of Adults' Health and Care services and policies. This could be in relation to any aspect of the Directorate's work and is not focused on or intended to target any characteristic group.
Sex	No impacts identified. PEP would continue to operate, supporting resident engagement and scrutiny of Adults' Health and Care services and policies. This could be in relation to any aspect of the Directorate's work and is not focused on or intended to target any characteristic group.

Sexual orientation	No impacts identified. PEP would continue to operate, supporting resident engagement and scrutiny of Adults' Health and Care services and policies. This could be in relation to any aspect of the Directorate's work and is not focused on or intended to target any characteristic group.
Marriage & civil partnership	No impacts identified. PEP would continue to operate, supporting resident engagement and scrutiny of Adults' Health and Care services and policies. This could be in relation to any aspect of the Directorate's work and is not focused on or intended to target any characteristic group.
Poverty	No impacts identified. PEP would continue to operate, supporting resident engagement and scrutiny of Adults' Health and Care services and policies. This could be in relation to any aspect of the Directorate's work and is not focused on or intended to target any characteristic group.
Rurality	No impacts identified. PEP would continue to operate, supporting resident engagement and scrutiny of Adults' Health and Care services and policies. This could be in relation to any aspect of the Directorate's work and is not focused on or intended to target any characteristic group.

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 above to identify geographical area(s)	Short explanation of mitigating actions

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

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:

This EIA has been updated following peer review and has taken into account feedback received from the County Council's Making the Most of your Money budget consultation (2024-2026).

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 to the neutral and low impacts identified and outlined above, it is not considered that an updated or further EIA is required to enable decision.

Adults' Health and Care (AHC)

Care Governance and Quality Assurance

Name of SP25 proposal:	SP25 Proposal Reference:
Care Governance and Quality Assurance Operating Model	EIA – GA-25-C AHC 2023/06/22

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Philippa Mellish	AHC	Head of Care Governance and Quality Assurance	Philippa.mellish@hants.gov.uk	0370 779 0652	22/06/2023	v0.2
2	EIA authoriser	Graham Allen	AHC	Deputy Chief Executive & Director AHC	graham.allen@hants.gov.uk	03707 795574	15/08/2023	v0.2
3	EIA Coordinator	Gloria Kwaw	AHC	Equality and Inclusion Manager	Gloria.kwaw@hants.gov.uk	0370 779 4934	14/08/2023	v0.2

Section one – information about the service and service change

Service affected	Care Governance and Quality Assurance
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<p>Please provide a short description of the service / policy/project/project phase</p>	<p>The Care Governance and Quality Assurance function within Adults' Health and Care plays a central role in ensuring the County Council maintains quality standards in its delivery of adult social care and can evidence this to residents, partners and regulatory bodies such as the Care Quality Commission. It achieves this by:</p> <ul style="list-style-type: none"> • Provider Quality team - driving quality across the health and care market and ensuring residents are supported when providers face challenging times. • Customer Care Team - ensuring complaints and compliments are appropriately responded to. • Policy and Guidance team – engaging residents in developing health and care policy and services, whilst support excellent social work practice and advancing equality and inclusion. • Quality Assurance team – supporting the organisation to ‘know itself’ and improve, whilst ensuring preparedness for CQC assurance of local authority social care functions. • Risk and Information Governance team – ensuring we use people’s data appropriately, investigate data breaches and deliver a robust programme of internal audit. • Records Management – supporting the Directorate to maintain and appropriately use accurate social care records.
<p>Please explain the new/changed service/policy/project</p>	<p>This proposal would see capacity within the function reduce by around 3 Full Time Equivalent (FTE) staff positions – which would be in addition to headcount reductions required as part of the previous Transformation to 2023 Programme. Where possible, headcount reductions would be achieved through natural turnover of staff.</p>

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) sought 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.

Staff engagement would take place with any staff / teams impacted through any restructures and consultation would be carried out with staff if required.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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.

There is no particular geographical impact from this proposal.

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	Just under half of the function (46.5%) fall within the 50-69 age bracket. Whilst any decision to restructure the team would be based on business need and priority and not age, due to the volume of staff within this group, they may be more likely to be impacted. It is also possible that staff within this cohort may choose to take retirement or early retirement and in which case, consideration would be given to whether their roles should be replaced or met in a different way.
Disability	16.3% of staff within the function have declared a disability. Any decision to restructure the team would be based on business need and priority and not disability.
Gender reassignment	Gender reassignment would not form any basis for decisions around staff restructure. No members of staff have declared gender reassignment.
Pregnancy and maternity	Pregnancy and maternity would not form any basis for decisions around staff restructure.

Race	95.3% of staff within the function have recorded their ethnicity as White. Whilst any decision to restructure the team would be based on business need and priority and not race, people of White ethnicity may be more likely to be impacted.
Religion or belief	Religion or belief would not form any basis for decisions around staff restructure.
Sex	Whilst any decision to restructure the team would be based on business need and priority and not sex, most staff within the function are female and so any decision to restructure the team may be more likely to impact females than males.
Sexual orientation	Sexual orientation would not form any basis for decisions around staff restructure.
Marriage & civil partnership	Marriage & civil partnership would not form any basis for decisions around staff restructure.
Poverty	An individual's socio-economic status would not form any basis for decisions around staff restructure.
Rurality	No impacts were identified relating 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 above to identify geographical area(s)	Short explanation of mitigating actions

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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

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:

This EIA has been updated following peer review. At present, no detailed plans are in place which have identified the teams or roles within scope. Should this proposal go ahead, once details are known, staff engagement would take place and an updated EIA produced.

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:

Adults' Health and Care (AHC)

Headquarters

Name of SP25 proposal:	SP25 Proposal Reference:
Minor Efficiencies	EIA – HQ-25-A AHC 2023/06/02

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Sarah Snowdon	AHC	Assistant Director – HQ, Transformation & Digital	sarah.snowdon@hants.gov.uk	0370 7790744	31/05/2023	v0.2
2	EIA authoriser	Graham Allen	AHC	Deputy Chief Executive & Director AHC	graham.allen@hants.gov.uk	03707 795574	15/08/2023	v0.2
3	EIA Coordinator	Gloria Kwaw	AHC	Equality and Inclusion Manager	Gloria.kwaw@hants.gov.uk	0370 7794934	14/08/2023	v0.2

Section one – information about the service and service change

Service affected	AHC Headquarters Services (HQ)
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<p>Please provide a short description of the service / policy/project/project phase</p>	<p>The proposal is to make a series of small savings from the Adult Health and Care - HQ Services Budgets through reviewing third party spend and staff expenses budget lines, to secure efficiencies. The savings proposals would not have any adverse impacts on the HQ resourcing and customer service levels, nor would they impact residents or clients.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>The review of staff expenses includes increasing the use of digital and technology across the Brokerage and Billing service. The use of e-communication as a default would reduce the cost of print and postage for financial assessments and the related annual reviews. Additionally, travel costs would be reduced through increasing the use of client self-service and virtual support for financial assessments. This would take into account alignment to the Council's move to hybrid working arrangements and the efficiencies already delivered through the increased use of digital interactions with customers and providers.</p> <p>This proposal would involve a review of low value third party expenditure to identify the opportunities. At this stage, the review has not been completed and therefore impacts cannot be fully assessed, although by nature of the criteria of the review, no negative impacts are expected on residents, clients, service users or staff.</p>

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) sought 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 proposal was referenced in the wider Council's Making the Most of your money budget consultation process. As part of this process, stakeholders including service users and partners were made aware of the consultation process and how they could take part. No specific consultation is currently planned as there is currently no potential impact on residents, clients or staff foreseen from this review. If this changes, there may be a need for Stage 2 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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		✓				Neither

Disability		✓				Neither
Gender reassignment		✓				Neither
Pregnancy and maternity		✓				Neither
Race		✓				Neither
Religion or belief		✓				Neither
Sex		✓				Neither
Sexual orientation		✓				Neither
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
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All Hampshire	Yes
Basingstoke and Deane	
East Hampshire	
Eastleigh	
Fareham	
Gosport	
Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

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	Neutral – no potential impacts anticipated on individuals with this protected characteristic.
Gender Reassignment	Neutral – no potential impacts anticipated on individuals with this protected characteristic.
Race	Neutral – no potential impacts anticipated on individuals with this protected characteristic.
Religion or Belief	Neutral – no potential impacts anticipated on individuals with this protected characteristic.
Sex	Neutral – no potential impacts anticipated on individuals with this protected characteristic.
Sexual Orientation	Neutral – no potential impacts anticipated on individuals with this protected characteristic.
Marriage or Civil Partnership	Neutral – no potential impacts anticipated on individuals with this protected characteristic.
Poverty	Neutral – no potential impacts anticipated on individuals with this protected characteristic.
Disability	Neutral – no potential impacts anticipated on individuals with this protected characteristic,
Rurality	Neutral – no potential impacts anticipated on individuals with this protected characteristic.
Pregnancy and Maternity	Neutral – no potential impacts anticipated on individuals with this protected characteristic.

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 above to identify geographical area(s)	Short explanation of mitigating actions

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

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:

This EIA has been updated following peer review and has taken into account feedback received from the County Council's Making the Most of your Money budget consultation (2024-2026).

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:

Adults' Health and Care (AHC)

Headquarters

Name of SP25 proposal:	SP25 Proposal Reference:
Contracts Review	EIA – HQ-25-B AHC 2023/05/31

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Sarah Snowdon	AHC	Assistant Director – HQ, Transformation & Digital	sarah.snowdon@hants.gov.uk	0370 7790744	31/05/2023	v0.2
2	EIA authoriser	Graham Allen	AHC	Deputy Chief Executive & Director AHC	graham.allen@hants.gov.uk	03707 795574	15/08/2023	v0.2
3	EIA Coordinator	Gloria Kwaw	AHC	EIA Coordinator	gloria.kwaw@hants.gov.uk	370 779 4934	14/08/2023	v0.2

Section one – information about the service and service change

Service affected	Adults' Health and Care
Please provide a short description of the service / policy/project/project phase	Some of the ways in which the AHC Headquarters function supports the delivery of Care Act 2014 duties for the provision of services include:

	<ul style="list-style-type: none"> • Ensuring that the right services are in place to meet residents’ needs including care at home, residential and nursing care, and technology enabled care, and that suitable providers are contracted to deliver outsourced services; • Providing information and advice to people and communities, working with them and voluntary sector organisations to prevent and reduce demand for social care services, including through grant funding; • Transforming our services, and monitoring and analysing performance, to ensure the most efficient use of our resources and ongoing quality of care.
<p>Please explain the new/changed service/policy/project</p>	<p>It is proposed to cease Adult Social Care spend on the following services that are non-statutory for the County Council:</p> <p>1) Independent Sexual Violence Advocacy (ISVA) and Rape and Sexual Abuse Counselling (RASAC) services. 2) Social Inclusion (Homelessness Support Services)</p> <p>A comprehensive spend review and analysis of all other 3rd party spend and contract arrangements across the Directorate is also proposed, to identify opportunities to consolidate, reduce, or remove spend.</p>

Engagement and consultation

The County Council’s *Making the Most of your money budget* consultation (2024-2026) sought 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?

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.

Reductions in services were referenced in the wider Council's *Making the Most of your money* budget consultation process. Stage two consultation is planned to be carried out for the proposal relating to AHC's residual contribution to Social Inclusion services. As part of this process, we would ensure stakeholders and partners are aware of the consultation process and how they can take part. Significant planning and engagement would take place with stakeholders and partners ahead of any implementation. In recognition of the complexity and importance of this area of work, we are also proposing to ask the Health and Adult Social Care Select Committee (HASC) to establish a working group to provide overview and scrutiny throughout the review period. Whilst there is no formal stage two consultation planned for the proposal to cease spend on ISVA and RASAC services, the County Council would engage with key stakeholders, including the Office for the Police and Crime Commissioner (OPCC), NHS England and Improvement, Integrated Care Boards and service providers to ensure that impact is fully understood and reported to the Executive Member prior to any decision being made.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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

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	<p>Neutral – There is no indication that there would be disproportionate impacts on individuals with this protected characteristic.</p> <p>2022/23 data for ISVA: 32% aged 18-25. 42% 26-64. 0.25% aged over 65. Services for young people under the age 18 would not be affected by this change.</p> <p>2022/23 data for RASAC: 11% aged 16-17; 38% aged 18-30; 49% aged 31-65; 2% aged over 65. Homelessness support services: Services support people aged between 18 and 64 and above where this is the most appropriate service to meet their needs. 2021/22 data shows that a significant majority of service users (91%) are aged between 18 and 60.</p>
Gender reassignment	<p>Neutral – Whilst no quantitative data is available to assess this impact, there is no indication that there would be disproportionate impacts on individuals with this protected characteristic.</p>
Race	<p>Neutral – There is no indication that there would be disproportionate impacts on individuals with this protected characteristic.</p> <p>Homelessness support services: Available data shows that 94% of people using services are White British which is representative of the Hampshire population as a whole (92%).</p> <p>ISVA 2022/23 data on referrals 67% White British, 3% BME, 3% white other, 27% did not disclose.</p> <p>RASAC 2022/23 data on referrals: 82% White British, 3% mixed race, 3% white other, 2% Asian, 7% did not disclose.</p>
Religion or belief	<p>Neutral – There is no indication that there would be disproportionate impacts on individuals with this protected characteristic.</p> <p>Homelessness support services: Available data shows that 82% identify as having no religion. This data is not collected from people using ISVA and RASAC services.</p>
Sexual orientation	<p>Neutral – There is no indication that there would be disproportionate impacts on individuals with this protected characteristic.</p> <p>2022/23 data for ISVA: 42% identified as heterosexual, 8% identified themselves as gay, lesbian or bisexual and 50% did not state or identified as other.</p>

	2022/23 data for RASAC: 61% identified as heterosexual, 4% as homosexual and 14% as bisexual, 4% preferred to self-describe and 15% did not disclose. Homelessness support services: Available data shows that 92% people using services identify as heterosexual.
Marriage & civil partnership	Neutral – Whilst no quantitative data is available to assess this impact, there is no indication that there would be disproportionate impacts on individuals with this protected characteristic.

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 above to identify geographical area(s)	Short explanation of mitigating actions
Disability	Homelessness support services: Withdrawal of discretionary funding for homelessness support services may result in the closure of homeless hostels if alternative funding is not secured. Approximately 70% of residents in County Council-funded homelessness hostels have mental health needs and 40% have significant physical health needs as a result of lifestyle and/or long-term substance misuse. A snapshot of people	No - Hampshire wide	<ul style="list-style-type: none"> • Extensive engagement with district and borough councils, Office for the Police and Crime Commissioner, NHS partners and voluntary and community organisations would be undertaken to review the future provision of these services. • Partners including district and borough councils and voluntary and community organisations may need to

	<p>using services in September 2022 showed that 22% of those with mental health needs were receiving support from secondary mental health services either currently or within the last 12 months, and that 48% had co-occurring mental health and substance misuse needs. A reduction in funding for homelessness support services may result in increased numbers of people with mental health and physical health issues sleeping rough in the absence of an alternative housing and support solution.</p> <p>ISVA and RASAC: In ISVA services 54% of people using services stated that they experienced mental health issues, 10% said they had a physical or sensory disability and 9% a learning disability. Figures are similar in RASAC services with 42% of people stating that they experienced mental health issues, 7% a physical or sensory disability and 5% a learning disability. A reduction in funding for these services may mean that</p>		<p>reshape their services or seek alternative sources of funding.</p> <ul style="list-style-type: none"> • The County Council would ensure that anybody affected by the proposals that may have eligible care and support needs as defined by the <i>Care Act 2014</i> can have their needs assessed by the County Council. Following assessment, they would be offered services to meet eligible needs.
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	some people need to seek help for mental health issues through primary healthcare services.		
Pregnancy and maternity	Women may be disproportionately impacted if, for example, funding for ISVA and RASAC services is reduced. This could include women who are pregnant or have young children.	No - Hampshire wide	<ul style="list-style-type: none"> • Extensive engagement with NHS partners, Office for the Police and Crime Commissioner and voluntary and community organisations would be undertaken to review the future provision of these services. • Partners including voluntary and community organisations may need to reshape their services or seek alternative sources of funding.
Sex	<p>Women may be disproportionately impacted if, for example, funding for ISVA and Rape and Sexual Abuse Counselling RASAC services is reduced. 85% of people using these services are female.</p> <p>Men may be disproportionately impacted if funding for homelessness support services is reduced. 82% of people using homelessness support services</p>	No - Hampshire wide	<ul style="list-style-type: none"> • Extensive engagement with district and borough councils, Office for the Police and Crime Commissioner, NHS partners and voluntary and community organisations would be undertaken to review the future provision of these services. • Partners including district and borough councils and voluntary and community organisations may need to

	funded by the County Council are male.		reshape their services or seek alternative sources of funding.
Poverty	<p>Available data shows that the majority of people using Homelessness Support services are in receipt of welfare benefits or have no income. Many clients come to the attention of services when they are facing eviction due to rent arrears. Whilst alternative services are available, clients with complex needs often need specialist support to engage with more mainstream service offers or are excluded from these services due to behaviour or substance misuse.</p> <p>A reduction in funding for RASAC services would have a greater impact on people who are unable to afford private counselling services.</p>	No - Hampshire wide	<ul style="list-style-type: none"> • Extensive engagement with district and borough councils, Office for the Police and Crime Commissioner, NHS partners and voluntary and community organisations would be undertaken to review the future provision of these services. • Partners including district and borough councils and voluntary and community organisations may need to reshape their services or seek alternative sources of funding.
Rurality	A reduction in community support for people who are homeless or at risk of homelessness may mean that people living in more rural areas could find it harder to access the support they need as most alternative services are in larger towns or cities. People who	The County Council contributes a small amount of funding to community support for people who are homeless or at risk of homelessness in Havant, East Hampshire, New Forest and Eastleigh. In all other areas of the county,	<ul style="list-style-type: none"> • Extensive engagement with district and borough councils, NHS partners and voluntary and community organisations would be undertaken to review the future provision of these services.

	<p>currently receive a visiting community support service may, for example, need to travel to get support from other services which they may not be able to do due to affordability or accessibility of public transport. This in turn may result in an increase in homelessness as people may not get the support they need to prevent homelessness.</p>	<p>funding is only used for 24/7 accommodation-based services (hostels).</p>	<ul style="list-style-type: none"> Partners including district and borough councils and voluntary and community organisations may need to reshape their services or seek alternative sources of funding.
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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

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:

This EIA has been updated following peer review and has taken into account feedback received from the County Council's Making the Most of your Money budget consultation (2024-2026).

The proportion of County Council funding attached to the ISVA and RASAC contracts under review is relatively small – 6% of the total contract value for ISVA and 10% of the total contract value for RASAC.

County Council funding towards Homelessness Support Services supports the district and borough councils to meet their statutory responsibilities. The County Council would engage with each authority to understand the local impact of this proposal and the mitigation available.

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:

Adults' Health and Care Headquarters

Name of SP25 proposal:	SP25 Proposal Reference:
Grants Review	EIA – HQ-25-C AHC 2023/06/01

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Sarah Snowdon	AHC	Assistant Director – HQ, Transformation & Digital	sarah.snowdon@hants.gov.uk	0370 7790744	01/06/2023	v0.2
2	EIA authoriser	Graham Allen	AHC	Deputy Chief Executive & Director AHC	graham.allen@hants.gov.uk	03707 795574	15/08/2023	v0.2
3	EIA Coordinator	Gloria Kwaw	AHC	Equality and Inclusion Manager	Gloria.kwaw@hants.gov.uk	0370 779 4934	14/08/2023	v0.2

Section one – information about the service and service change

Service affected	Adults' Health and Care (AHC)
Please provide a short description of the service / policy/project/project phase	Some of the ways in which the AHC Headquarters function supports the delivery of Care Act 2014 services include:

	<ul style="list-style-type: none"> • Ensuring that the right services are in place to meet residents' needs including care at home, residential and nursing care, and technology enabled care, and that suitable providers are contracted to deliver outsourced services; • Providing information and advice to people and communities, working with them and voluntary sector organisations to prevent and reduce demand for social care services, including through grant funding; • Transforming our services, and monitoring and analysing performance, to ensure the most efficient use of our resources and ongoing quality of care. <p>AHC currently has a grants programme which provides grant funding each year to the Voluntary, Community and Social Enterprise (VCSE) sector in Hampshire to help deliver services that are targeted to those most at risk of needing social care. Responsibility for managing this grant programme sits with the Demand Management and Prevention Change Unit (DMPCU).</p>
<p>Please explain the new/changed service/policy/project</p>	<p>To review the grants directly funded by Adult Social Care, including:</p> <ul style="list-style-type: none"> • The infrastructure grant (currently held by the DMPCU) which supports voluntary services across Hampshire with infrastructure and running costs; • The remaining DMPCU grants budget. <p>If funding for these grants is reduced, alternative, external funding would need to be sought by the VCSE sector, assisted by Adults' Health and Care Headquarters staff.</p>

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) sought 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 proposed change in service was referenced in the wider Council's *Making the Most of your money* budget consultation process. Stage two consultation is planned to be carried out for this proposal. As part of this process, we would ensure stakeholders and partners such as Voluntary, Community and Social Enterprise organisations (including those we currently fund or have funded in the past), District and Borough Councils, and NHS partners etc are aware of the consultation process and how they can take part. Significant planning and engagement would also take place with stakeholders and partners ahead of any implementation of any changes. In recognition of the complexity and importance of this area of work, we are also proposing to ask the Health and Adult Social Care Select Committee (HASC) to establish a Working Group to provide overview and scrutiny throughout the review period.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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

Disability				✓		Public
Gender reassignment		✓				Public
Pregnancy and maternity		✓				Public
Race				✓		Public
Religion or belief		✓				Public
Sex		✓				Public
Sexual orientation		✓				Public
Marriage & civil partnership		✓				Public
Poverty				✓		Public
Rurality				✓		Public

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
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Gender reassignment	Neutral – there is no indication that there would be disproportionate impacts on individuals with this protected characteristic. Neither the infrastructure grant nor the remaining grants budget allocation currently or previously specifically supports individuals with this protected characteristic.
Pregnancy and maternity	Neutral – there is no indication that there would be disproportionate impacts on individuals with this protected characteristic. Neither the infrastructure grant nor the remaining grants budget allocation currently or previously specifically supports individuals with this protected characteristic.
Religion or belief	Neutral – there is no indication that there would be disproportionate impacts on individuals with this protected characteristic. Neither the infrastructure grant nor the remaining grants budget allocation currently or previously specifically supports individuals with this protected characteristic.
Sex	Neutral – there is no indication that there would be disproportionate impacts on individuals with this protected characteristic. Neither the infrastructure grant nor the remaining grants budget allocation currently or previously specifically supports individuals with this protected characteristic.
Sexual orientation	Neutral – there is no indication that there would be disproportionate impacts on individuals with this protected characteristic. Neither the infrastructure grant nor the remaining grants budget allocation currently or previously specifically supports individuals with this protected characteristic.
Marriage & civil partnership	Neutral – there is no indication that there would be disproportionate impacts on individuals with this protected characteristic. Neither the infrastructure grant nor the remaining grants budget allocation currently or previously specifically supports individuals with this protected characteristic.

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 above to identify geographical area(s)	Short explanation of mitigating actions
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Age	<p>A significant proportion of current DMPCU grant-funded projects specifically support individuals with this protected characteristic (older adults), who could be impacted if, for example, funding for these projects is reduced. AHC has grant funded some of these services for a number of years. Older Adults are also a key client group in terms of the current AHC grant priorities. It is rated as medium because most of these services are not fully funded by AHC grants, the AHC funding can only be a proportion of the running costs. In addition, projects that are fully funded are operating as pilots and so are already aware that the grant funding is short-term and applied for the grant funds on this basis. As part of their initial application, they were assessed on their sustainability to continue running beyond the term of the grant without any further financial support from AHC.</p>	No - Hampshire wide	<p>If, for example, funding for these grant-funded projects is reduced, the County Council would:</p> <ul style="list-style-type: none"> • Continue to provide fundraising support to Voluntary Community and Social Enterprise (VCSE) organisations supporting adults at risk of declining health and wellbeing (particularly organisations supporting adults with protected characteristics) to continue to live healthily and independently in their Hampshire communities. • Promote use of potential funding from other parts of the County Council e.g. members' grants and leaders' grants. • Continue to work closely with partners, including the District and Borough Councils, the NHS and the Voluntary and Community Sector. Together we can look at funding available and services already in place that could support any users that are affected by the proposal. • Provide free training support for voluntary and community organisation staff whose focus is working with adults at risk of declining health and wellbeing (particularly organisations supporting adults with protected characteristics), e.g. online training for volunteers on how to identify any risks faced by
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			<p>service users and how they could be addressed, advice on how to best use a Strength Based Approach (support a person to use all the strengths and resources they already have) and guides on how to support clients who raise mental health concerns.</p> <ul style="list-style-type: none"> • Run sessions with social care teams, voluntary and community groups to increase understanding of how to access AHC support and services, how technology can support people to live safely at home and how to access IT and equipment that supports wellbeing at home. • Continue to use our Connect to Support Hampshire website to provide information about local community services available to residents. • Continue to support people to successfully carry out tasks online, working with Libraries and other external partners, including the NHS to improve digital inclusion. • Continue to work with voluntary, community and social enterprise organisations that support adults with protected characteristics, to increase the number of volunteers in Hampshire. This can be through research, marketing and the sharing of ideas.
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			<ul style="list-style-type: none"> • Adults' Health and Care staff would continue to liaise with VCSE sector key representatives to monitor the impact of these changes and the mitigating measures being undertaken.
Disability	<p>A significant proportion of current DMPCU grant-funded projects specifically support individuals with this protected characteristic, who could be impacted if, for example, funding for these projects is reduced. AHC has grant funded some of these services for a number of years. Disability is also a key focus group in terms of the current DMPCU grant priorities. It is rated as medium because most of these services are not fully funded by AHC grants, the AHC funding can only be a proportion of the running costs. In addition, projects that are fully funded are operating as pilots and so are already aware that the grant funding is short-term and applied for the grant funds on this basis. As part of their initial application, they were assessed on their sustainability to continue running beyond the term of the grant without any further financial support from AHC.</p>	No - Hampshire wide	<p>If, for example, funding for these grant-funded projects is reduced, the County Council would:</p> <ul style="list-style-type: none"> • Continue to provide fundraising support to Voluntary Community and Social Enterprise (VCSE) organisations supporting adults at risk of declining health and wellbeing (particularly organisations supporting adults with protected characteristics) to continue to live healthily and independently in their Hampshire communities. • Promote use of potential funding from other parts of the County Council e.g. members' grants and leaders' grants. • Continue to work closely with partners, including the District and Borough Councils, the NHS and the Voluntary and Community Sector. Together we can look at funding available and services already in place that could support any users that are affected by the proposal. • Provide free training support for voluntary and community organisation staff whose focus is

			<p>working with adults at risk of declining health and wellbeing (particularly organisations supporting adults with protected characteristics), e.g. online training for volunteers on how to identify any risks faced by service users and how they could be addressed, advice on how to best use a Strength Based Approach (support a person to use all the strengths and resources they already have) and guides on how to support clients who raise mental health concerns.</p> <ul style="list-style-type: none"> • Run sessions with social care teams, voluntary and community groups to increase understanding of how to access AHC support and services, how technology can support people to live safely at home and how to access IT and equipment that supports wellbeing at home. • Continue to use our Connect to Support Hampshire website to provide information about local community services available to residents. • Continue to support people to successfully carry out tasks online, working with Libraries and other external partners, including the NHS to improve digital inclusion. • Continue to work with voluntary, community and social enterprise organisations that support adults with
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			<p>protected characteristics, to increase the number of volunteers in Hampshire. This can be through research, marketing and the sharing of ideas.</p> <ul style="list-style-type: none"> • Adults' Health and Care staff would continue to liaise with VCSE sector key representatives to monitor the impact of these changes and the mitigating measures being undertaken.
Race	<p>A small proportion of current DMPCU grant-funded projects specifically support individuals in relation to this protected characteristic, who could be impacted if, for example, funding for these projects is reduced. In particular, the impact for this characteristic is rated as medium negative because the organisations that are currently being granted-funded by the DMPCU programme (and have been grant-funded in the past) are valued and trusted sources of information and advice for ethnic minority communities, so therefore these services (of which there are not many in Hampshire) are very important in supporting the welfare of these communities in particular. We also recognise that there may be barriers to these organisations accessing funding from other sources. It is rated as medium</p>	No - Hampshire wide	<p>If, for example, funding for these grant-funded projects is reduced, the County Council would:</p> <ul style="list-style-type: none"> • Continue to provide fundraising support to Voluntary Community and Social Enterprise (VCSE) organisations supporting adults at risk of declining health and wellbeing (particularly organisations supporting adults with protected characteristics) to continue to live healthily and independently in their Hampshire communities. • Promote use of potential funding from other parts of the County Council e.g. members' grants and leaders' grants. • Continue to work closely with partners, including the District and Borough Councils, the NHS and the Voluntary and Community Sector. Together we can look at funding available and services already in

	<p>impact only because these projects are already aware that the grant funding is short-term and applied for the grant funds on this basis. As part of their initial application, they were assessed on their sustainability to continue running beyond the term of the grant without any further financial support from AHC.</p>		<p>place that could support any users that are affected by the proposal.</p> <ul style="list-style-type: none"> • Provide free training support for voluntary and community organisation staff whose focus is working with adults at risk of declining health and wellbeing (particularly organisations supporting adults with protected characteristics), e.g. online training for volunteers on how to identify any risks faced by service users and how they could be addressed, advice on how to best use a Strength Based Approach (support a person to use all the strengths and resources they already have) and guides on how to support clients who raise mental health concerns. • Run sessions with social care teams, voluntary and community groups to increase understanding of how to access AHC support and services, how technology can support people to live safely at home and how to access IT and equipment that supports wellbeing at home. • Continue to use our Connect to Support Hampshire website to provide information about local community services available to residents. • Continue to support people to successfully carry out tasks online, working with Libraries and other
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			<p>externals partners, including the NHS to improve digital inclusion.</p> <ul style="list-style-type: none"> • Continue to work with voluntary, community and social enterprise organisations that support adults with protected characteristics, to increase the number of volunteers in Hampshire. This can be through research, marketing and the sharing of ideas. • Adults' Health and Care staff would continue to liaise with VCSE sector key representatives to monitor the impact of these changes and the mitigating measures being undertaken.
Poverty	<p>A significant proportion of current DMPCU grant-funded projects specifically support individuals in relation to this characteristic, who could be impacted if, for example, funding for these projects is reduced. AHC has grant funded some of these services for a number of years. Poverty is also a key focus group in terms of the current DMPCU grant priorities. It is rated as medium because most of these services are not fully funded by AHC grants, the AHC funding can only be a proportion of the running costs. In addition, projects that are fully funded are operating as pilots and so are already aware that the grant funding is short-term and applied for</p>	No - Hampshire wide	<p>If, for example, funding for these grant-funded projects is reduced, the County Council would:</p> <ul style="list-style-type: none"> • Continue to provide fundraising support to Voluntary Community and Social Enterprise (VCSE) organisations supporting adults at risk of declining health and wellbeing (particularly organisations supporting adults with protected characteristics) to continue to live healthily and independently in their Hampshire communities. • Promote use of potential funding from other parts of the County Council e.g. members' grants and leaders' grants.

	<p>the grant funds on this basis. As part of their initial application, they were assessed on their sustainability to continue running beyond the term of the grant without any further financial support from AHC.</p>		<ul style="list-style-type: none"> • Continue to work closely with partners, including the District and Borough Councils, the NHS and the Voluntary and Community Sector. Together we can look at funding available and services already in place that could support any users that are affected by the proposal. • Provide free training support for voluntary and community organisation staff whose focus is working with adults at risk of declining health and wellbeing (particularly organisations supporting adults with protected characteristics), e.g. online training for volunteers on how to identify any risks faced by service users and how they could be addressed, advice on how to best use a Strength Based Approach (support a person to use all the strengths and resources they already have) and guides on how to support clients who raise mental health concerns. • Run sessions with social care teams, voluntary and community groups to increase understanding of how to access AHC support and services, how technology can support people to live safely at home and how to access IT and equipment that supports wellbeing at home. • Continue to use our Connect to Support Hampshire website to
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			<p>provide information about local community services available to residents.</p> <ul style="list-style-type: none"> • Continue to support people to successfully carry out tasks online, working with Libraries and other external partners, including the NHS to improve digital inclusion. • Continue to work with voluntary, community and social enterprise organisations that support adults with protected characteristics, to increase the number of volunteers in Hampshire. This can be through research, marketing and the sharing of ideas. • Adults' Health and Care staff would continue to liaise with VCSE sector key representatives to monitor the impact of these changes and the mitigating measures being undertaken.
Rurality	<p>A medium proportion of current DMPCU grant-funded projects specifically support individuals in relation to this protected characteristic, who could be impacted if, for example, funding for these projects is reduced. It is rated as medium because most of these services are not fully funded by AHC grants, the AHC funding can only be a proportion of the running costs. In</p>	No - Hampshire wide	<p>If, for example, funding for these grant-funded projects is reduced, the County Council would:</p> <ul style="list-style-type: none"> • Continue to provide fundraising support to Voluntary Community and Social Enterprise (VCSE) organisations supporting adults at risk of declining health and wellbeing (particularly organisations supporting adults with protected characteristics)

	<p>addition, projects that are fully funded are operating as pilots and so are already aware that the grant funding is short-term and applied for the grant funds on this basis. As part of their initial application, they were assessed on their sustainability to continue running beyond the term of the grant without any further financial support from AHC.</p>		<p>to continue to live healthily and independently in their Hampshire communities.</p> <ul style="list-style-type: none"> • Promote use of potential funding from other parts of the County Council e.g. members' grants and leaders' grants. • Continue to work closely with partners, including the District and Borough Councils, the NHS and the Voluntary and Community Sector. Together we can look at funding available and services already in place that could support any users that are affected by the proposal. • Provide free training support for voluntary and community organisation staff whose focus is working with adults at risk of declining health and wellbeing (particularly organisations supporting adults with protected characteristics), e.g. online training for volunteers on how to identify any risks faced by service users and how they could be addressed, advice on how to best use a Strength Based Approach (support a person to use all the strengths and resources they already have) and guides on how to support clients who raise mental health concerns. • Run sessions with social care teams, voluntary and community groups to increase understanding of how to
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			<p>access AHC support and services, how technology can support people to live safely at home and how to access IT and equipment that supports wellbeing at home.</p> <ul style="list-style-type: none"> • Continue to use our Connect to Support Hampshire website to provide information about local community services available to residents. • Continue to support people to successfully carry out tasks online, working with Libraries and other external partners, including the NHS to improve digital inclusion. • Continue to work with voluntary, community and social enterprise organisations that support adults with protected characteristics, to increase the number of volunteers in Hampshire. This can be through research, marketing and the sharing of ideas. • Adults' Health and Care staff would continue to liaise with VCSE sector key representatives to monitor the impact of these changes and the mitigating measures being undertaken.
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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

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:

This EIA has been updated following peer review and has taken into account feedback received from the County Council’s Making the Most of your Money budget consultation (2024-2026).

If, for example, funding for grant-funded projects is reduced, DMPCU in Adult’s Health and Care would still provide insight and support to Voluntary, Community and Social Enterprise sector and partners (Health and Local Councils). The DMPCU team would be reprioritised to support organisations to find and secure funding from other sources to maintain services, whilst continuing to ensure that the Voluntary, Community and Social Enterprise sector are provided with insight and data (such as demographics, risk factors to social care) to ensure that support continues to

be targeted to those most at risk of needing social care (this in particular includes the following protected characteristics: Age, Disability, Race, Poverty and Rurality). Maintenance of relationships with Health partners would be key to help meet shared objectives. Better working relationships developed with District councils post-COVID could be further aligned to minimise impact on local 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:

Adults' Health and Care

Headquarters

Name of SP25 proposal:	SP25 Proposal Reference:
Disabled Facilities Grants	EIA – HQ-25-D AHC 2023/06/01

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Sarah Snowdon	AHC	Assistant Director – HQ, Transformation & Digital	sarah.snowdon@hants.gov.uk	0370 7790744	01/06/2023	v0.2
2	EIA authoriser	Graham Allen	AHC	Deputy Chief Executive & Director AHC	graham.allen@hants.gov.uk	03707 795574	15/08/2023	v0.2
3	EIA Coordinator	Gloria Kwaw	AHC	Equality and Inclusion Manager	gloria.kwaw@hants.gov.uk	0370 779 4934	14/08/2023	V0.2

Section one – information about the service and service change

Service affected	Adults' Health and Care (AHC)
Please provide a short description of the service / policy/project/project phase	Some of the ways in which the AHC Headquarters function supports the delivery of Adult Social Care services, in line with relevant duties, include:

- Ensuring that the right services are in place to meet residents' needs including care at home, residential and nursing care, and technology enabled care, and that suitable providers are contracted to deliver outsourced services;
- Providing information and advice to people and communities, working with them and voluntary sector organisations to prevent and reduce demand for social care services, including through grant funding;
- Transforming our services, and monitoring and analysing performance, to ensure the most efficient use of our resources and ongoing quality of care.

Disabled Facilities Grants (DFGs) are available in all areas of Hampshire, allocated to Lower Tier Councils, district and borough councils, to support more efficient ways of working and innovative solutions that enable individuals to remain living independently in their own homes, preventing them from becoming homeless or having to move into care. For the next 2 years, it has been confirmed that the DFG allocation for Hampshire will remain at £14.2M annually. This fund is used to support a range of services and associated resources to support grant applications. For 22/23, the Districts recorded spend on the following adaptations:

Equipment/Adaption	Volume 22/23
Ceiling Hoists	53
Straight Stairlift	118
Curved Stairlift	129
Complex bathroom adaptations	269
Shower	398
Through Floor Lift	14
Extension	31
Ramps	143
Self-clean toilet	64
Multiple adaptations	245
Other	252
TOTAL	1,716

Please explain the new/changed service/policy/project	<p>The proposal is for the County Council to assist district and borough councils to get the most effective use of their DFG allocations, through centralising and recycling existing equipment (e.g., stairlifts) that are key to supporting people’s care needs. This would include:</p> <ul style="list-style-type: none"> • In partnership and agreement with the District and Borough Councils to utilise the DFG element of the Better Care Fund (BCF) to ensure an equitable and value for money service across the county for residents, for example to cover administration, Occupational Therapy and social work costs; • Ensuring economies of scale are utilised through county-wide procurement of community equipment; • Utilising some DFG funding for community equipment provision via Hampshire Equipment Services, recycling equipment instead of gifting it new.

Engagement and consultation

The County Council’s *Making the Most of your money budget* consultation (2024-2026) sought 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 proposed change in service was referenced in the wider Council's *Making the Most of your money* budget consultation process. As part of this process, stakeholders and partners such as District and Borough Councils were made aware of the consultation process and how they could take part. Significant planning and engagement would take place with stakeholders and partners ahead of any implementation.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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

Pregnancy and maternity		✓				Public
Race		✓				Public
Religion or belief		✓				Public
Sex		✓				Public
Sexual orientation		✓				Public
Marriage & civil partnership		✓				Public
Poverty	✓					Public
Rurality	✓					Public

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	Yes

East Hampshire	Yes
Eastleigh	Yes
Fareham	Yes
Gosport	Yes
Hart	Yes
Havant	Yes
New Forest	Yes
Rushmoor	Yes
Test Valley	Yes
Winchester	Yes

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
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Gender reassignment	Neutral - all equipment/adaption considerations under the DFG scheme are based on the need of the individual, irrespective of gender.
Pregnancy and maternity	Neutral all equipment/adaption considerations are based on need of the individual.
Race	Neutral - all equipment/adaption considerations under the DFG grant scheme are based on need of individuals who apply for support, irrespective of their race.
Religion or belief	Neutral all equipment/adaption considerations under the DFG grant scheme are based on the need of the individual, irrespective of religion or belief.
Sex	Neutral – no potential impacts anticipated on individuals based on sex, all equipment/adaption considerations under the DFG grant scheme are based on the need of the individual.
Sexual orientation	Neutral – all equipment/adaption considerations under the DFG grant scheme are based on individual need not sexual orientation.
Marriage & civil partnership	Neutral - the needs of individuals and partners will be a consideration for any DFG application, regardless of marital status.

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 above to identify geographical area(s)	Short explanation of mitigating actions

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
Age	There could be an increase in the number of DFGs that take place across the county, through centralising and recycling existing equipment, (e.g. stairlifts) having a positive impact on some of the most vulnerable residents. These adaptations are key to supporting Older Adults' care needs and enabling them to remain independent in their own homes for longer.
Disability	There could be an increase in the number of DFGs that take place across the county, through centralising and recycling existing equipment, (e.g. stairlifts) having a positive impact on some of the most vulnerable residents. These adaptations are key to supporting care needs of individuals with disabilities and enabling them to remain independent in their own homes for longer.
Poverty	There could be an increase in the number of DFGs that take place across the county, through centralising and recycling existing equipment, (e.g. stairlifts) having a positive impact on some of the most vulnerable residents. These adaptations are key to supporting the care needs of individuals who may be experiencing poverty and enabling them to remain independent in their own homes for longer.
Rurality	There could be an increase in the number of DFGs that take place across the county, through centralising and recycling existing equipment, (e.g. stairlifts) having a positive impact on some of the most vulnerable residents. These adaptations are key to supporting the care needs of individuals who may live in more rural areas and unable to access other forms of support in the community, enabling them to remain independent in their own homes for longer. Residents living in rural locations can often feel more isolated and by delivering more adaptations across the County including rural areas, this would not only increase the number of residents who could benefit from the adaptations but also alleviate the isolation for these individuals.

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:

This EIA has been updated following peer review and has taken into account feedback received from the County Council's Making the Most of your Money budget consultation (2024-2026).

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:

Adults' Health and Care (AHC)

Headquarters

Name of SP25 proposal:	SP25 Proposal Reference:
Technology Enabled Care Private Pay	EIA – HQ-25-E AHC 2023/05/31

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Sarah Snowdon	AHC	Assistant Director – HQ, Transformation & Digital	sarah.snowdon@hants.gov.uk	0370 7790744	31/05/2023	v0.2
2	EIA authoriser	Graham Allen	AHC	Deputy Chief Executive & Director AHC	graham.allen@hants.gov.uk	03707 795574	15/08/2023	v0.2
3	EIA Coordinator	Gloria Kwaw	AHC	Equality and Inclusion Manager	gloria.kwaw@hants.gov.uk	0370 7794934	14/08/2023	v0.2

Section one – information about the service and service change

Service affected	Adults' Health and Care
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<p>Please provide a short description of the service / policy/project/project phase</p>	<p>Hampshire County Council currently works in partnership with Argenti and PA Consulting to improve outcomes and enable more independent living for adults who need support through the smart use of Technology Enabled Care (TEC). Argenti delivers funded telecare services and equipment on behalf of HCC to eligible service users. The team also provide a non-funded (Private Pay) service to those who do not have Care Act 2014 eligible needs.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>This proposal is to expand the Private Pay service to more Hampshire residents, providing them with the opportunity to benefit from a Hampshire County Council recommended service that has high service and customer care quality standards.</p>

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) sought 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 would be undertaken with customers who enquire about the services available or who elect to purchase them. There is no specific implementation of this service as it is an expansion of an already available offer to Hampshire residents who wish to purchase care technology privately.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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

Race		✓				Public
Religion or belief		✓				Public
Sex		✓				Public
Sexual orientation		✓				Public
Marriage & civil partnership		✓				Public
Poverty				✓		Public
Rurality		✓				Public

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
Gender Reassignment	Neutral – no potential impacts anticipated on individuals with this protected characteristic as these characteristics are not part of the criteria for accessing the service.

Pregnancy or maternity	Neutral – no potential impacts anticipated on individuals with this protected characteristic as these characteristics are not part of the criteria for accessing the service.
Race	Neutral – no potential impacts anticipated on individuals with this protected characteristic as these characteristics are not part of the criteria for accessing the service.
Religion or Belief	Neutral – no potential impacts anticipated on individuals with this protected characteristic as these characteristics are not part of the criteria for accessing the service.
Sex	Neutral – no potential impacts anticipated on individuals with this protected characteristic as these characteristics are not part of the criteria for accessing the service.
Sexual Orientation	Neutral – no potential impacts anticipated on individuals with this protected characteristic as these characteristics are not part of the criteria for accessing the service.
Marriage and Civil partnership	Neutral – no potential impacts anticipated on individuals with this protected characteristic as these characteristics are not part of the criteria for accessing the service.
Rurality	Neutral – no potential impacts anticipated on individuals with this protected characteristic as these characteristics are not part of the criteria for accessing the service.

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 above to identify geographical area(s)	Short explanation of mitigating actions
Poverty	Potential medium negative impact on those who may not have the resources to access digital services.	No – Hampshire wide	Individuals who are assessed as eligible for funded care may receive funded telecare services. We would work with families, friends, carers, communities and partners to

			ensure individuals are able to access TEC services.
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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
Age	Individuals may have more options available to them to be supported to live more independently and have improved outcomes, through the purchasing of telecare services and equipment.
Disability	Individuals may have more options available to them to be supported to live more independently and have improved outcomes, through the purchasing of telecare services and equipment.

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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:

This EIA has been updated following peer review and has taken into account feedback received from the County Council's Making the Most of your Money budget consultation (2024-2026).

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:

Adults' Health and Care (AHC)

Headquarters

Name of SP25 proposal:	SP25 Proposal Reference:
Brokerage and Billing Fees	<i>EIA – HQ-25-E</i> AHC 2023/06/02

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Sarah Snowdon	AHC	Assistant Director – HQ, Transformation & Digital	sarah.snowdon@hants.gov.uk	0370 7790744	31/05/2023	v0.2
2	EIA authoriser	Graham Allen	AHC	Deputy Chief Executive & Director AHC	graham.allen@hants.gov.uk	03707 795574	15/08/2023	v0.2
3	EIA Coordinator	Gloria Kwaw	AHC	Equality and Inclusion Manager	Gloria.kwaw@hants.gov.uk	0370 7794934	14/08/2023	v0.2

Section one – information about the service and service change

Service affected	Adults' Health and Care
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<p>Please provide a short description of the service / policy/project/project phase</p>	<p>Some of the ways in which the Adults' Health and Care (AHC) Brokerage and Billing function supports the delivery of Adult Social Care services, in line with relevant statutory duties, include:</p> <ul style="list-style-type: none"> • Ensuring that the right services are in place to meet residents' needs including care at home, residential and nursing care, and that suitable providers are contracted to deliver outsourced services; • Arranging necessary packages of care with residents and providers, and processing payments.
<p>Please explain the new/changed service/policy/project</p>	<p>This proposal is to review the Brokerage and Billing fees for residents that fully fund their own care. The fees are standard irrespective of the location of the service user. The Council's financial assessment process for determining individuals' contributions towards care, including whether an individual should fully fund their own care, is compliant with the Care Act 2014 and updated with relevant legislative changes. Residents who fully fund their own care may, for example, see an increase in the cost of having the County Council administer their care services for them including arranging and paying for care. Any increase in fees would be considered alongside relevant legislation.</p> <p>Self-funding individuals have the option to secure care through the County Council or directly with providers themselves. This proposal would only impact individuals who secure their care through the County Council.</p>

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) sought 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 proposed change in service was referenced in the wider Council's *Making the Most of your money* budget consultation process. As part of this process, stakeholders were made aware of the consultation process and how they could take part. Significant planning and engagement would also take place with stakeholders ahead of any implementation of any changes.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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

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
Gender reassignment	Neutral – no potential impacts anticipated on individuals with this protected characteristic.
Pregnancy and maternity	Neutral – no potential impacts anticipated on individuals with this protected characteristic.
Race	Neutral – no potential impacts anticipated on individuals with this protected characteristic.
Religion or belief	Neutral – no potential impacts anticipated on individuals with this protected characteristic.
Sex	Neutral – no potential impacts anticipated on individuals with this protected characteristic.
Sexual orientation	Neutral – no potential impacts anticipated on individuals with this protected characteristic.
Marriage & civil partnership	Neutral – no potential impacts anticipated on individuals with this protected characteristic.
Poverty	Neutral – no potential impacts anticipated on individuals with this protected characteristic. The rigorous financial assessment process determines individuals' contributions towards their care. Being identified as self-funding would indicate that the individual has sufficient income to cover the costs of care including administration.
Rurality	Neutral – no potential impacts anticipated on individuals with this protected characteristic. The fees are standard irrespective of the location of the service user.

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 above to identify geographical area(s)	Short explanation of mitigating actions
Age	Those 65 and above are more likely to be in receipt of formal care services and therefore may be more adversely affected than those in the younger cohort if, for example, there is an increase in fees. Those above 65 are also likely to be self-funders and therefore affected by a revised charging approach. Of the approximately 11,660 self-funding individuals across the County, 631 self-funding individuals purchase care through the County Council (approximately 5.5%).	No – Hampshire wide	<ul style="list-style-type: none"> • Upfront and clear information and guidance would be provided to individuals, families, friends and carers to confirm charging arrangements. • A phased approach could be considered to allow people to plan for the additional charges. • Self-funding individuals can choose to secure their own care directly with Care Providers.
Disability	Those with a disability are more likely to be in receipt of formal care services and therefore may be adversely affected if, for example, there is a revised charging approach.	No – Hampshire wide	<ul style="list-style-type: none"> • Upfront and clear information and guidance would be provided to individuals, families, friends and carers to confirm charging arrangements. • A phased approach could be considered to allow people to plan for the additional charges.

			<ul style="list-style-type: none"> • Self-funding individuals can choose to secure their own care directly with Care Providers.
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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

Page 201

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:

This EIA has been updated following peer review and has taken into account feedback received from the County Council's Making the Most of your Money budget consultation (2024-2026).

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:

Adults' Health and Care (AHC)

Headquarters

Name of SP25 proposal:	SP25 Proposal Reference:
Learning and Development Income	<i>EIA – HQ-25-E</i> AHC 2023/06/02

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Sarah Snowdon	AHC	Assistant Director – HQ, Transformation & Digital	sarah.snowdon@hants.gov.uk	0370 7790744	31/05/2023	v0.2
2	EIA authoriser	Graham Allen	AHC	Deputy Chief Executive & Director AHC	graham.allen@hants.gov.uk	03707 795574	15/08/2023	v0.2
3	EIA Coordinator	Gloria Kwaw	AHC	Equality and Inclusion Manager	Gloria.kwaw@hants.gov.uk	0370 7794934	14/08/2023	v0.2

Section one – information about the service and service change

Service affected	Impact (Learning and Development portal)
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<p>Please provide a short description of the service / policy/project/project phase</p>	<p>Impact is a sold service provided by the Adults' Health and Care (AHC) Learning and Development team. Impact provides training through eLearning, virtual and face to face delivery to staff working in adult social care. A learning management system is used, that can take card payments and provide organisations the ability to make multiple bookings and enable individual learners to book training.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>The proposed change is to increase the income target for the service from £100k to £120k in 2025/26 and see steady increase in income thereafter.</p> <p>To support the growth in sales and development of Impact, resources from within the Learning and Development (L&D) team will be required to be balanced between support for internal customers and the Impact programme. This may mean at times internal training provision cannot be delivered in a preferred timescale or non-mandatory training paused. The development and delivery of training to all L&D customers would need to embrace new ways of working that increases learning that is self-directed, sustainable and portable through curated content that includes toolkits, videos, train the trainer and eLearning programmes, alongside a targeted "just in time" approach to training rather than just in case. If Impact growth is consistent and develops assured customers through contracts or funding streams, it is recognised that an increase in staff resourcing would be required.</p>

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) sought 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 specific consultation has been carried out on this proposal.

Previous engagement with the adult social care market has been undertaken through behavioural insights surveys, engagement conversations with non-paid carers, individuals who receive direct payments, Hampshire Care Association members and professionals in health and social care during 2022 and 2023 to establish what the market requires to recruit and retain staff to work in social care, upskill staff to meet changing expectations of the workforce and establish what is important to those purchasing training to ensure credibility of training, delivery methods and cost.

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.

Impact is continually responding to workforce demands, Department of Health and Social Care (DHSC) initiatives, regulatory and legislative changes, safeguarding reviews and pressures within the Integrated Care Board and social care system. Impact works with strategic partners across the County Council, neighbouring authorities, public health, social care providers, those with lived experience and Health to ensure the offer is fit for purpose, responds to market need and supports the skills and behaviours required in social care to meet emerging service challenges and promote innovation. The service plans to continue engaging with all these stakeholders to shape the Impact offer.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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

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	
East Hampshire	
Eastleigh	
Fareham	
Gosport	
Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

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

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 above to identify geographical area(s)	Short explanation of mitigating actions

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
<p>All Protected Characteristics</p>	<p>The proposal to increase the growth in sales of Impact would enable its offer to become more wide-reaching. This is determined to have a positive impact on all protected characteristics for staff and the public for the reasons outlined below.</p> <p>Impact provides reasonable to low cost (some free) training through eLearning and virtual courses as well as signposting to free resources. Impact eLearning is accessible and meets communication and language needs – it has subtitles and voice overs and is tested to ensure programmes are accessible in terms of text and language used. The eLearning can also be translated into other languages as can resources used on the virtual courses.</p> <p>Both training options reduce the need to travel, pay for parking, childcare arrangements or difficulty in accessing face to face training. In instances of face-to-face training, it is held in accessible venues and rooms across the county of Hampshire. Face to face learning remains available to those who otherwise may be negatively impacted by a move to digital channels.</p> <p>Impact training embeds and positively reinforces all protected characteristics, anti-discriminatory behaviours and values alongside person centred approaches and decision making to ensure those with a protected characteristic are supported to live the life of their choosing and enhance wellbeing, quality of life and outcomes for individuals.</p> <p>The training can support equal opportunities, inclusion and career development for all those with protected characteristics.</p>

	<p>Impact provides Skills for Care endorsed training at a reasonable rate to the market that is aimed at increasing competence, skills, knowledge and behaviours within the adult social care workforce to improve outcomes for the staff and those who require care and support. The training also supports services to meet Care Quality Commission (CQC) standards and regulatory requirements.</p> <p>The eLearning can be accessed by non-paid carers, families and the wider community to enhance their knowledge of conditions and what action can be taken to reduce risks for individuals, enabling a good quality of life to be maintained and supporting prevention activity.</p>
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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:

This EIA has been updated following peer review and has taken into account feedback received from the County Council's Making the Most of your Money budget consultation (2024-2026).

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:

[Empty box for assessment]

Adults' Health and Care (AHC)

Headquarters

Name of SP25 proposal:	SP25 Proposal Reference:
Client Contributions	EIA – HQ-25-F AHC 2023/05/31

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Sarah Snowdon	AHC	Assistant Director – HQ, Transformation & Digital	sarah.snowdon@hants.gov.uk	0370 7790744	31/05/2023	v0.2
2	EIA authoriser	Graham Allen	AHC	Deputy Chief Executive & Director AHC	graham.allen@hants.gov.uk	03707 795574	15/08/2023	v0.2
3	EIA Coordinator	Gloria Kwaw	AHC	Equality and Inclusion Manager	Gloria.kwaw@hants.gov.uk	0370 779 4934	14/08/2023	V0.2

Section one – information about the service and service change

Service affected	Adults' Health and Care
Please provide a short description of the service / policy/project/project phase	Some of the ways in which the AHC Brokerage and Billing function supports the delivery of Adult Social Care services include:

	<ul style="list-style-type: none"> • Ensuring that the right services are in place to meet residents' needs including care at home, residential and nursing care, and that suitable providers are contracted to deliver outsourced services; • Arranging necessary packages of care with residents and providers, and processing payments.
Please explain the new/changed service/policy/project	<p>To consider when assessing an individual's income increasing the amount taken into account for care charges from 95% to 100% of an individual's assessable income, as permissible within the Care Act 2014 and outlined in section 8.38-8.48 of the statutory guidance. Hampshire Residents that are in receipt of non-residential care and do not fully fund their own care could see a change to the way their care charges are considered. If approved, individuals would continue to retain the minimum income guarantee set out nationally by the Department of Work and Pensions, and would no longer retain the additional 5% discretionary amount that Hampshire currently apply.</p>

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) sought 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 proposed change in service was referenced in the wider Council's *Making the Most of your money* budget consultation process. Stage two consultation is also planned to be carried out in due course. As part of this process, we would ensure stakeholders are aware of the consultation process and how they can take part. Significant planning and engagement would also take place with stakeholders ahead of any implementation.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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

Pregnancy and maternity		✓				Public
Race		✓				Public
Religion or belief		✓				Public
Sex		✓				Public
Sexual orientation		✓				Public
Marriage & civil partnership		✓				Public
Poverty				✓		Public
Rurality		✓				Public

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
Gender reassignment	Neutral – no potential impacts anticipated on individuals with this protected characteristic.
Pregnancy and maternity	Neutral – no potential impacts anticipated on individuals with this protected characteristic.
Race	Neutral – no potential impacts anticipated on individuals with this protected characteristic.
Religion or belief	Neutral – no potential impacts anticipated on individuals with this protected characteristic.
Sex	Neutral – no potential impacts anticipated on individuals with this protected characteristic.
Sexual orientation	Neutral – no potential impacts anticipated on individuals with this protected characteristic.
Marriage & civil partnership	Neutral – no potential impacts anticipated on individuals with this protected characteristic.
Rurality	Neutral – no potential impacts anticipated on individuals with this protected characteristic.

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 above to identify geographical area(s)	Short explanation of mitigating actions
Poverty	The proposed changes to charging may mean that those on	No – Hampshire wide – although the impact would be	<ul style="list-style-type: none"> Any increase in care charges for residents that do

	low incomes or in receipt of benefit would be left with less income per month.	universal across the county area, communities with higher levels of deprivation would see higher levels of impact.	<p>not fully fund their care would be implemented in line with the maximum allowed within national legislation and most other local authorities.</p> <ul style="list-style-type: none"> • As part of the care and support and financial assessment process, disability related expenses (DREs) are considered and applied on a case-by-case basis. An expansive range of expenses are considered and although discretionary, amounts are aligned with the nationally recommended levels. • Upfront and clear information and guidance would be provided to individuals, families, friends and carers to confirm charging arrangements. • A phased approach could be considered to allow people to plan for the additional charges.
Age	Those 65 and above are more likely to be eligible for, and in receipt of formal care services and therefore maybe more	No – Hampshire wide– although the impact would be universal across the county area, communities with higher	<ul style="list-style-type: none"> • Any increase in care charges for residents that do not fully fund their care would be implemented in

	<p>adversely affected than those in the younger cohort. The proposed changes to charging may mean they would be left with less disposable income per month.</p>	<p>levels of deprivation would see higher levels of impact.</p>	<p>line with the maximum allowed within national legislation and most other local authorities.</p> <ul style="list-style-type: none"> • As part of the care and support and financial assessment process, disability related expenses (DREs) are considered and applied on a case-by-case basis. An expansive range of expenses are considered and although discretionary, amounts are aligned with the nationally recommended levels. • Upfront and clear information and guidance would be provided to individuals, families, friends and carers to confirm charging arrangements. • A phased approach could be considered to allow people to plan for the additional charges.
<p>Disability</p>	<p>Clients with a disability are more likely to be in receipt of benefits or on low incomes – the proposed changes to charging may mean they are left with less disposable income per month.</p>	<p>No – Hampshire wide– although the impact would be universal across the county area, communities with higher levels of deprivation would see higher levels of impact.</p>	<ul style="list-style-type: none"> • Any increase in care charges for residents that do not fully fund their care would be implemented in line with the maximum allowed within national

			<p>legislation and most other local authorities.</p> <ul style="list-style-type: none"> • As part of the care and support and financial assessment process, disability related expenses (DREs) are considered and applied on a case-by-case basis. An expansive range of expenses are considered and although discretionary, amounts are aligned with the nationally recommended levels. • Upfront and clear information and guidance would be provided to individuals, families, friends and carers to confirm charging arrangements. • A phased approach could be considered to allow people to plan for the additional charges.
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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

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:

This EIA has been updated following peer review and has taken into account feedback received from the County Council's Making the Most of your Money budget consultation (2024-2026).

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:

Adults' Health and Care (AHC)

Headquarters

Name of SP25 proposal:	SP25 Proposal Reference:
Health Contributions	<i>EIA – HQ-25-G</i> AHC 2023/05/31

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Sarah Snowdon	AHC	Assistant Director – HQ, Transformation & Digital	sarah.snowdon@hants.gov.uk	0370 7790744	31/05/2023	v0.2
2	EIA authoriser	Graham Allen	AHC	Deputy Chief Executive & Director AHC	graham.allen@hants.gov.uk	03707 795574	15/08/2023	v0.2
3	EIA Coordinator	Gloria Kwaw	AHC	Equality and Inclusion Manager	gloria.kwaw@hants.gov.uk	0370 779 4934	14/08/2023	v0.2

Section one – information about the service and service change

Service affected	Adults' Health and Care
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<p>Please provide a short description of the service / policy/project/project phase</p>	<p>Some of the ways in which the Adults' Health and Care (AHC) Headquarters function supports the delivery of Adult Social Care services include:</p> <ul style="list-style-type: none"> • Ensuring that the right services are in place to meet residents' needs including care at home, residential and nursing care, and that suitable providers are contracted to deliver outsourced services; • Providing information and advice to people and communities, working with them and voluntary sector organisations to prevent and reduce demand for social care services, including through grant funding; • Arranging necessary packages of care with residents and providers, and processing payments; • Transforming our services, and monitoring and analysing performance, to ensure the most efficient use of our resources and ongoing quality of care.
<p>Please explain the new/changed service/policy/project</p>	<p>There is an increased focus across the Hampshire Health and Care System upon closer working between Hampshire County Council (HCC) and the Hampshire and Isle of Wight and Frimley Integrated Care Boards (ICBs), to meet the health and social care needs of Hampshire residents. Our focus is upon improving ways of working and achieving greater cost efficiencies across our collective resources. As consideration for this, the County Council will take steps to ensure that commissioning and brokerage support for the procurement and ongoing management of services provided to the NHS, is appropriately recompensed. This would generate increased income for the Adults' Health and Care Directorate to reinvest into services.</p>

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) sought 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 – we have engaged with NHS partners and agreed an initial arrangement to ensure that the additional resource that we have put in place to manage our Short Term Services sourced and managed on behalf of health, is appropriately recompensed.

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 proposed change in service was referenced in the wider Council's *Making the Most of your money* budget consultation process. As part of this process, stakeholders were made aware of the consultation process and how they could take part. Planning and engagement would continue to take place with stakeholders to identify further areas for any implementation.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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

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	Neutral – There is no indication that there would be disproportionate impacts on individuals with this protected characteristic.
Disability	Neutral – Whilst no quantitative data is available to assess this impact, there is no indication that there would be disproportionate impacts on individuals with this protected characteristic.
Gender reassignment	Neutral – Whilst no quantitative data is available to assess this impact, there is no indication that there would be disproportionate impacts on individuals with this protected characteristic.
Pregnancy and maternity	Neutral – There is no indication that there would be disproportionate impacts on individuals with this protected characteristic.
Race	Neutral – There is no indication that there would be disproportionate impacts on individuals with this protected characteristic.
Religion or belief	Neutral – There is no indication that there would be disproportionate impacts on individuals with this protected characteristic.
Sex	Neutral – There is no indication that there would be disproportionate impacts on individuals with this protected characteristic.
Sexual orientation	Neutral – There is no indication that there would be disproportionate impacts on individuals with this protected characteristic.
Marriage & civil partnership	Neutral – There is no indication that there would be disproportionate impacts on individuals with this protected characteristic.
Poverty	Neutral – There is no indication that there would be disproportionate impacts on individuals with this protected characteristic.
Rurality	Neutral – There is no indication that there would be disproportionate impacts on individuals with this protected characteristic.

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 above to identify geographical area(s)	Short explanation of mitigating actions

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

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:

This EIA has been updated following peer review and has taken into account feedback received from the County Council's Making the Most of your Money budget consultation (2024-2026).

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:

Adults' Health and Care (AHC)

Headquarters

Name of SP25 proposal:	SP25 Proposal Reference:
Digital Automation	EIA – HQ-25-H AHC 2023/05/30

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Sarah Snowdon	AHC	Assistant Director – HQ, Transformation & Digital	sarah.snowdon@hants.gov.uk	0370 7790744	30/05/2023	v0.2
2	EIA authoriser	Graham Allen	AHC	Deputy Chief Executive & Director AHC	graham.allen@hants.gov.uk	03707 795574	15/08/2023	v0.2
3	EIA Coordinator	Gloria Kwaw	AHC	Equality and Inclusion Manager	Gloria.kwaw@hants.gov.uk	0370 779 4934	14/08/2023	v0.2

Section one – information about the service and service change

Service affected	Adults' Health and Care
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<p>Please provide a short description of the service / policy/project/project phase</p>	<p>Hampshire County Council currently works in partnership with Argenti and PA Consulting to improve outcomes and enable more independent living for adults who need support through the smart use of Technology Enabled Care (TEC).</p> <p>Argenti delivers funded telecare services and equipment on behalf of HCC to users who are eligible to receive services under the Care Act 2014. The Argenti team provides advice on all aspects of the telecare service and also process referrals to the telecare service. Overall responsibility for managing the telecare programme sits with the Adults' Health and Care (AHC) Digital Team, which also oversees IT and digital projects/work within the Adults' Health and Care directorate.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>The proposal is to maximise opportunities for digital automation, to make efficiencies across Adults' Health and Care services. This would include increasing Technology Enabled Care (TEC) take up by service users as a direct replacement of care provided at home and helping people to effectively manage greater risk via TEC and digital services, where it is assessed that it can appropriately meet their needs. This project would also look at other technologies, both internal and external, to establish if digital and technical automation of manual processes could be introduced. These automations may be only for staff use, or to support clients with completion of tasks like assessments, or communications into the County Council.</p>

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) sought 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 proposed change in service was referenced in the wider Council's *Making the Most of your money* budget consultation process. As part of this process, stakeholders including service users and partners were made aware of the consultation process and how they could take part. Significant planning and engagement would take place with stakeholders ahead of any implementation.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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

Disability	✓					Public
Gender reassignment		✓				Public
Pregnancy and maternity		✓				Public
Race		✓				Public
Religion or belief		✓				Public
Sex		✓				Public
Sexual orientation		✓				Public
Marriage & civil partnership		✓				Public
Poverty				✓		Public
Rurality				✓		Public

Table 2 Geographical impact

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

Area	Yes / no
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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
Gender reassignment	Neutral – no potential impacts anticipated on individuals with this protected characteristic.
Pregnancy and maternity	Neutral – no potential impacts anticipated on individuals with this protected characteristic.
Race	Neutral – no potential impacts anticipated on individuals with this protected characteristic.
Religion or belief	Neutral – no potential impacts anticipated on individuals with this protected characteristic.
Sex	Neutral – no potential impacts anticipated on individuals with this protected characteristic.
Sexual orientation	Neutral – no potential impacts anticipated on individuals with this protected characteristic.
Marriage & civil partnership	Neutral – no potential impacts anticipated on individuals with this protected characteristic.

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?	Short explanation of mitigating actions
Poverty	Potential medium negative impact on those who may not have the resources to access digital services.	No – Hampshire wide	Individuals who are assessed as eligible for funded care may receive funded telecare services. We would work with families, friends, carers, communities and partners to ensure individuals are able to access these digital services where it is appropriate to meet their needs. A range of options can be explored including mobile TEC

			but due to the nature of digital connectivity across Hampshire this may not always be possible.
Rurality	Potential medium negative impact on those who may not have the access to digital services because of availability/internet speeds in their location.	No – Hampshire wide	Individuals who are assessed as eligible for funded care may receive funded telecare services. We would work with families, friends, carers, communities and partners to ensure individuals are able to access digital services where it is appropriate to meet their needs. A range of options can be explored including mobile TEC but due to the nature of digital connectivity across Hampshire this may not always be possible.

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
Age	Eligible individuals may have more options available to them to be supported to live more independently and have improved outcomes, through the receipt of telecare services and equipment, or more streamlined ways of communicating digitally with the Council.
Disability	Eligible individuals may have more options available to them to be supported to live more independently and have improved outcomes, through the receipt of telecare services and equipment, or more streamlined ways of communicating digitally with the Council.

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:

This EIA has been updated following peer review and has taken into account feedback received from the County Council's Making the Most of your Money budget consultation (2024-2026).

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:

[Empty box for Box 2 content]

Adults' Health and Care (AHC)

Headquarters

Name of SP25 proposal:	SP25 Proposal Reference:
Information and Advice	<i>EIA – HQ-25-1</i> AHC 2023/06/30

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Sarah Snowdon	AHC	Assistant Director – HQ, Transformation & Digital	sarah.snowdon@hants.gov.uk	0370 7790744	31/05/2023	v0.2
2	EIA authoriser	Graham Allen	AHC	Deputy Chief Executive & Director AHC	graham.allen@hants.gov.uk	03707 795574	15/08/2023	v0.2
3	EIA Coordinator	Gloria Kwaw	AHC	Equality & Inclusion Manager	gloria.kwaw@hants.gov.uk	03707 794934	14/08/2023	v0.2

Section one – information about the service and service change

Service affected	Adults' Health and Care
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<p>Please provide a short description of the service / policy/project/project phase</p>	<p>Some of the ways in which the AHC Headquarters function supports the delivery of Adult Social Care services, which includes the duty to provide information and advice, include:</p> <ul style="list-style-type: none"> • Providing information and advice to all residents across Hampshire to enable them to make good choices about their care and support by working with the voluntary sector and other key stakeholders to prevent and reduce demand for social care services, including through grant funding; • Transforming our services, and monitoring and analysing performance, to ensure the most efficient use of our resources and ongoing quality of care.
<p>Please explain the new/changed service/policy/project</p>	<p>The creation of a more streamlined Information, Advice and Guidance service for the public. This would be achieved by reviewing resources and aligning prevention activities and digital tools across Adult Social Care, Children’s Services, Public Health and the NHS in order to deliver a more holistic and seamless information and advice service to the public. Ensuring a continued working relationship with the NHS would help to remove any duplication in information, advice and guidance, and result in continued focus on early intervention and managing demand across Health and Social Care services, as well as a consistent information and advice offer to the public.</p>

Engagement and consultation

The County Council’s *Making the Most of your money budget* consultation (2024-2026) sought 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 proposed change in service was referenced in the wider Council's *Making the Most of your money* budget consultation process. As part of this process, stakeholders were made aware of the consultation process and how they could take part. Significant planning and engagement would take place with stakeholders ahead of any implementation.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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

Pregnancy and maternity		✓				Public
Race		✓				Public
Religion or belief		✓				Public
Sex		✓				Public
Sexual orientation		✓				Public
Marriage & civil partnership		✓				Public
Poverty		✓				Public
Rurality	✓					Public

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
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Gender reassignment	Neutral – no potential impacts anticipated on individuals with this protected characteristic. The actual information and advice would not be altered, the proposal is that it would be easier to find in one place enabling additional information to also be surfaced, which should improve the offer to all. In addition a programme of stakeholder engagement would ensure multiple people serving/facing roles across a range of organisations would be aware of this platform and would use it to provide people with information, even in cases where they can't access it themselves.
Pregnancy and maternity	Neutral – no potential impacts anticipated on individuals with this protected characteristic. The actual information and advice would not be altered, the proposal is that it would be easier to find in one place enabling additional information to also be surfaced, which should improve the offer to all. In addition a programme of stakeholder engagement would ensure multiple people serving/facing roles across a range of organisations would be aware of this platform and would use it to provide people with information, even in cases where they can't access it themselves.
Race	Neutral – no potential impacts anticipated on individuals with this protected characteristic. The actual information and advice would not be altered, the proposal is that it would be easier to find in one place enabling additional information to also be surfaced, which should improve the offer to all. In addition the information would consistently come under one accessibility and translating piece of software to ensure that all the information across all areas would be more consistently accessible. In addition a programme of stakeholder engagement would ensure multiple people serving/facing roles across a range of organisations would be aware of this platform and would use it to provide people with information, even in cases where they can't access it themselves.
Religion or belief	Neutral – no potential impacts anticipated on individuals with this protected characteristic. The actual information and advice would not be altered, the proposal is that it would be easier to find in one place enabling additional information to also be surfaced, which should improve the offer to all. In addition a programme of stakeholder engagement would ensure multiple people serving/facing roles across a range of organisations would be aware of this platform and would use it to provide people with information, even in cases where they can't access it themselves.
Sex	Neutral – no potential impacts anticipated on individuals with this protected characteristic. The actual information and advice would not be altered, the proposal is that it would be easier to find in one place enabling additional information to also be surfaced, which should improve the offer to all.
Sexual orientation	Neutral – no potential impacts anticipated on individuals with this protected characteristic. The actual information and advice would not be altered, the proposal is that it would be easier to find in

	one place enabling additional information to also be surfaced, which should improve the offer to all. In addition a programme of stakeholder engagement would ensure multiple people serving/facing roles across a range of organisations would be aware of this platform and would use it to provide people with information, even in cases where they can't access it themselves.
Marriage & civil partnership	Neutral – no potential impacts anticipated on individuals with this protected characteristic. The actual information and advice would not be altered, the proposal is that it would be easier to find in one place enabling additional information to also be surfaced, which should improve the offer to all.
Poverty	Neutral – no potential impacts anticipated on individuals with this protected characteristic. The actual information and advice would not be altered, the proposal is that it would be easier to find in one place enabling additional information to also be surfaced, which should improve the offer to all. In addition a programme of stakeholder engagement would ensure multiple people serving/facing roles across a range of organisations would be aware of this platform and would use it to provide people with information, even in cases where they can't access it themselves.

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 above to identify geographical area(s)	Short explanation of mitigating actions

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
Age	Potential positive impact on individuals with this protected characteristic, as they and their families, friends, carers may have access to an improved online information and advice service.
Disability	Potential positive impact on individuals with this protected characteristic, as they and their families, friends, carers may have access to an improved online information and advice service.
Rurality	Potential positive impact on individuals with this protected characteristic, as they may have access to an improved online information and advice service, and more awareness of and ability to access support and guidance available within their community.

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:

This EIA has been updated following peer review and has taken into account feedback received from the County Council's Making the Most of your Money budget consultation (2024-2026).

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:

Adults' Health and Care

Older Adults

Name of SP25 proposal:	SP25 Proposal Reference:
Review workforce requirements in Older Adults (Reablement including Occupational Therapy)	OA-25-A Adults' Health and Care 2023/06/06

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Helen Style	AHC	Assistant Director	Helen.style@hants.gov.uk	07976896756	06/06/2023	v0.2
2	EIA authoriser	Graham Allen	AHC	Deputy Chief Executive & Director AHC	graham.allen@hants.gov.uk	03707 795574	15/08/2023	v0.2
3	EIA Coordinator	Gloria Kwaw	AHC	Equality and Inclusion Manager	Gloria.kwaw@hants.gov.uk	0370 779 4934	14/08/2023	v0.2

Section one – information about the service and service change

Service affected	Reablement, including Occupational Therapy
Please provide a short description of the service / policy/project/project phase	The Older Adults department within the Adults' Health and Care (AHC) directorate provides social care services for over 10,000 Care Act 2014 eligible people overall at any one time. This includes people over 65 years with a wide range of social care needs. Those receiving services have been assessed as eligible under the Care Act 2014. The support provided

	<p>includes support work, care at home, residential care, reablement and therapy, day services, direct payments and other services. In the financial year 2023/24 Hampshire County Council planned to spend around £220 million on care and support for Older Adults including some jointly funded hospital discharge services.</p> <p>Reablement is a short-term, up to 6-week non-chargeable service that aims to assist a person relearn or regain the skills associated with the activities of daily living, washing, toileting, dressing, managing nutrition etc. following a health or social crisis. The service employs 414 Full Time Equivalent (FTE) posts and that includes 44 FTE Occupational Therapy posts.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>This review would be the second stage of a review and restructure that has already commenced in Reablement in Older Adults and would require some further engagement with some stakeholders, including community teams.</p> <p>The Reablement service is already undertaking a redesign and a review of staffing and is currently restructuring in order to generate £500k of savings during 2023/24.</p> <p>The redesign is combining some of the activities of 2 areas into one and is augmenting key management roles in the department, whilst taking some vacant posts out of the structure.</p> <p>This review would follow the footprint of that work carefully and would follow the new design of the service which is becoming more streamlined and is currently being stood up.</p> <p>We are also looking for efficiencies through the use of new technologies and new ways of working across Adults' Health and Care. These workforce savings would be further made through the reduction in the workforce, workforce related costs and travel costs of the department.</p> <p>It is important to note that this would impact on the scope of the Reablement service (as a whole) to surge to support NHS in particular – as this Older Adults service is one that delivers and enables a Home First approach for those users needing to be discharged from hospital at pace and across long hours and into weekends. The service currently overall deals with over 2,500 referrals a month and has been consistently operating at record</p>

breaking levels during Covid and in recent years. Such a high level of service will not be possible once the scope for wider performance is impacted upon by taking numbers of staffing down in order to balance the costs of the department.

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) sought 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?

Staff consultation for the current restructure phase in Reablement including Occupational Therapy has been conducted. This proposed change in service was referenced in the wider Council's *Making the Most of your money* budget consultation process. As part of this process, stakeholders including service users and partners were made aware of the consultation process and how they could take part. Significant planning and engagement would take place with stakeholders ahead of any implementation.

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 affected with HR support and there has been ongoing general engagement with staff but further engagement and potential further formal consultation with staff may be required.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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

Religion or belief		✓				staff
Sex			✓			Both staff and public
Sexual orientation		✓				staff
Marriage & civil partnership		✓				staff
Poverty			✓			staff
Rurality			✓			public

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	

East Hampshire	
Eastleigh	
Fareham	
Gosport	
Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

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
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Age	Staff: The demographic mix of the department's workforce shows a higher number of older staff. Further work would be required to identify who falls within the affected staff group and where they work, for example in our directly delivered care provision, this would be clear once further analysis has been carried out. Despite this, the potential impact is low given the small percentage of the proposed saving compared to overall workforce. All efforts would be made to avoid placing staff at risk to ensure low impact.
Gender reassignment	Staff: Further work would be required to identify who falls within the affected staff group. This would be clear once further analysis has been carried out and the EIA would subsequently be updated. Despite this the potential impact is low given the small percentage of the proposed saving compared to overall workforce. All efforts would be made to avoid placing staff at risk.
Marriage or civil partnership	Staff: Further work would be required to identify who falls within the affected staff group. This would be clear once further analysis has been carried out and the EIA would subsequently be updated. Despite this the potential impact is low given the small percentage of the proposed saving compared to overall workforce. All efforts would be made to avoid placing staff at risk.
Pregnancy and maternity	Staff: Further work would be required to identify who falls within the affected staff group. This would be clear once further analysis has been carried out and the EIA would subsequently be updated. Despite this the potential impact is low given the small percentage of the proposed saving compared to overall workforce. All efforts would be made to avoid placing staff at risk.
Race	Staff: Further work would be required to identify who falls within the affected staff group. This would be clear once further analysis has been carried out and the EIA would subsequently be updated. Despite this the potential impact is low given the small percentage of the proposed saving compared to overall workforce.
Religion or belief	Staff: Further work would be required to identify who falls within the affected staff group. This would be clear once further analysis has been carried out and the EIA would subsequently be updated. Despite this the potential impact is low given the small percentage of the proposed saving compared to overall workforce. All efforts would be made to avoid placing staff at risk.
Sexual orientation	Staff: Further work would be required to identify who falls within the affected staff group. This would be clear once further analysis has been carried out and the EIA would subsequently be updated. Despite this the potential impact is low given the small percentage of the proposed saving compared to overall workforce. All efforts would be made to avoid placing staff at risk.
Sex	Public: This project would be focussed upon Reablement, and savings proposed are a small percentage of the overall workforce. However – there is a risk of reductions to services as a result

	and there is a higher level of female users (62% of individuals aged 85+ are female) and they may be disproportionately impacted upon by changes to services. Every effort would be made to protect users of any gender from reductions to services to help neutralise the impact. Staff: The staff gender profile of the service is fairly well balanced but further work would be required to identify who falls within the affected staff group. This would be clear once further analysis has been carried out and the EIA would subsequently be updated.
Poverty	Staff: Staff affected by the proposal would lose income but there would be no impact on the majority of staff within the service.
Rurality	Public: A reduction in staff may mean that service provision in rural areas may be affected. Every effort would be made to reduce any impact of 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
Disability	Public: This project would be focussed upon Reablement and Occupational Therapy and as a direct result, disabled users would be impacted upon.		Public: Every effort would be made to protect users from reductions to neutralise the impact that would result from a loss of staff.

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

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 Occupational Therapy service within Reablement has helped to lead a pilot on Stroke recovery for example (an increasing threat to life and wellbeing in Public Health terms for OA) and has currently helped to attain £250k of additional funding through NHS nationally into Hampshire and Isle of Wight as a whole. That sort of additional activity would be severely challenged as reductions in staffing are made.

This EIA has been updated following peer review and has taken into account feedback received from the County Council's Making the Most of your Money budget consultation (2024-2026).

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:

Adults' Health and Care

Older Adults

Name of SP25 proposal:	SP25 Proposal Reference:
Older Adults Care Overview EIA	EIA – OA-25-E Adults' Health and Care 2023.06.02

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Helen Style	AHC	Assistant Director Older Adults	Helen.style@hants.gov.uk	07976896756	02/06/2023	v0.2
2	EIA authoriser	Graham Allen	AHC	Deputy Chief Executive & Director AHC	graham.allen@hants.gov.uk	03707 795574	15/08/2023	v0.2
3	EIA Coordinator	Gloria Kwaw	AHC	Equality and Inclusion Manager	Gloria.kwaw@hants.gov.uk	0370 779 4934	14/08/2023	v0.2

Section one – information about the service and service change

Service affected	Older Adults – Care Services
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Please provide a short description of the service / policy/project/project phase

Hampshire County Council has a statutory duty to meet the eligible care needs of an individual in line with the Care Act 2014. Support is provided to older adults (those over the age of 65) with the aim of maximising a person's independence whilst ensuring their care needs are met through a Strengths Based Approach, thereby, putting the individual at the centre of understanding their needs and how they can achieve their goals. This support is delivered through a variety of care services including the provision of domiciliary care, residential and nursing care, short term beds, day services and respite care.

Some of the ways that older people aged 65 and above with eligible needs are supported include:

- helping people to remain in their own homes for as long as possible, with the aid of services such as assistive care technology, domiciliary care and Direct Payments;
- supporting the health, recovery, and wellbeing of individuals through the work of our teams based in the community and hospitals, and through our Reablement and equipment services, working closely with the NHS;
- providing day care, short-stays, long-term placements and specialist dementia care in County Council-run residential and nursing homes;
- commissioning domiciliary care, residential and nursing placements within the private care market;
- helping people discharge from hospital at an optimum stage in their journey of recovery and support them to onward care services as needed;
- investing in alternative accommodation options that help older people to remain independent while meeting the need for 24-hour care in the most cost-effective way, such as Extra Care Accommodation, that is accommodation that can meet nighttime need, as a viable alternative to residential care.

<p>Please explain the new/changed service/policy/project</p>	<p>Strengths based approach (SBA) maximises the assets around an individual that will improve the individual's quality of life and life opportunities. This includes utilising family, networks, either existing or new, the voluntary sector, Technology Enabled Care (TEC) and care. This is a continuation of SBA, in terms of the development of this approach, and learning lessons over the past few years, furthermore, in bedding SBA more deeply into working practice and systems.</p> <p>We would be making sure people receive early and proactive support and review before their needs escalate including reviewing paid for care packages to ensure that they are as cost effective and managed as efficiently as is possible including reducing unnecessary care hours where it is safe to do so, whilst using all other assets available such as the voluntary sector and families to minimise escalation of need.</p> <p>We would work to improve the use of capacity within the entire market for care packages, including County Council-run HCC Care services and Extra Care accommodation.</p>
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Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) sought 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 proposal was referenced in the wider Council's Making the Most of your money budget consultation process. As part of this process, stakeholders including service users and partners were made aware of the consultation process and how they could take part. No specific consultation has been carried out on this proposal, and Stage two consultation is not required, as it is an extension of strengths-based working. However, the live longer better Public Health campaign has been socialised, and the application of strengths-based approaches is aligned with live longer better alongside the principles of an enabling ethos, and maximising independence for older adults.

Engagement with individual service users and carers would be carried out at either the point of assessment or review and viable alternatives discussed, so that individuals' views and needs can be taken into account.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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

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	
East Hampshire	
Eastleigh	
Fareham	
Gosport	
Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

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
Gender reassignment	There is no indication that there would be disproportionate impacts on individuals with this protected characteristic. SBA would be used regardless of protected characteristic.
Pregnancy and Maternity	There is no indication that there would be disproportionate impacts on individuals with this protected characteristic.
Race	Care would be offered regardless of protected characteristics and users from different backgrounds have a universal service offer. The effect of changes would be proportionate to different cultural groups. SBA would be used regardless of protected characteristic.
Religion or belief	There is no indication that there would be disproportionate impacts on individuals with this protected characteristic. SBA would be used regardless of protected characteristic.
Sex	As 62% of individuals aged 85+ are female they may be disproportionately impacted by changes to services. SBA would be used regardless of protected characteristic.
Sexual orientation	There is no indication that there would be disproportionate impacts on individuals with this protected characteristic. SBA would be used regardless of protected characteristic.
Marriage & civil partnership	There is no indication that there would be disproportionate impacts on individuals with this protected characteristic. SBA would be used regardless of protected characteristic.
Poverty	There is no indication that there would be disproportionate impacts on individuals with this protected characteristic. SBA would be used regardless of protected characteristic.

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 above to identify geographical area(s)	Short explanation of mitigating actions
Rurality	<p>Emergency care/ care and support in more rural settings can be difficult to source quickly that may lead to poorer outcomes This is an extension of the current savings and review programme for older adults which aims to deliver and maintain similar outcomes for older adults where possible both in rural and non-rural locations.</p>		<p>The market is under constant review. Following extensive work with the market, there have been improvements in many rural areas in recent months that means that the likelihood of a negative outcome is now less likely.</p> <p>There are surgery sign-posters based in GP surgeries that can support navigation to local voluntary services. Connect to Support Hampshire has locality-based groups that can be accessed.</p>

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
Age	Lessons learnt from SBA indicates that spending more time with older people and maximising assets available has more positive outcomes.
Disability	SBA supports older adults with disabilities and promotes an enablement approach to maximise independence whilst taking into account an individual's disability.

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-consulting¹⁵.
 - 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:

Older Adults services' aim in general and in individual circumstances (in line with the Care Act 2014) is to increase the independence of individuals, provide alternatives to long term residential care and deliver savings and efficiencies against current spending on Older Adults services by:

- supporting individuals to meet their care needs and maintain independence in the community without the need or minimise paid for services from Older Adults;
- meeting an individual's care needs using alternatives to a "traditional care approach" i.e., domiciliary care and residential care, through greater use of telecare, extra care, local community and voluntary organisations alongside better use of technology to reduce the demand on services and develop capacity in the marketplace for an increasing older population.
- supporting a Home First approach from Hospital i.e. placing strong emphasis ensuring where possible individuals go home rather than receive a bedded service when a better outcome is to go home.
- reducing the need for long term residential care by providing suitable alternatives, both short term and long term, including use of temporary short stay beds following discharge from hospital and increasing viable alternatives such as Extra Care models of care.
- having access to equipment in the home that enhances an individual's quality of life without the need for paid for care.

Supporting individuals to remain safely at home for as long as possible and through maximising community-based opportunities, whilst ensuring their eligible needs are met, supports the prevention of frailty outcomes such as falls. When individuals experience a reduction of skills and mobility through being in a more controlled setting such as a hospital ward for a prolonged period, having a comprehensive discharge reablement service, with a home first ethos, would support people to live as independently as possible.

This EIA has been updated following peer review and has taken into account feedback received from the County Council's Making the Most of your Money budget consultation (2024-2026).

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:



Adults' Health and Care

Younger Adults

Name of SP25 proposal:	SP25 Proposal Reference:
Review support provided for people with learning disabilities in employment	YA-25-A Adults' Health and Care Date 01.06.2023

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Jessica Hutchinson	AHC	Assistant Director	Jessica.Hutchinson@hants.gov.uk	07557045553	02/06/2023	v0.2
2	EIA authoriser	Graham Allen	AHC	Deputy Chief Executive & Director AHC	graham.allen@hants.gov.uk	03707 795574	15/08/2023	v0.2
3	EIA Coordinator	Gloria Kwaw	AHC	Equality and Inclusion Manager	Gloria.kwaw@hants.gov.uk	0370 779 4934	14/08/2023	v0.2

Section one – information about the service and service change

Service affected	Supported employment service
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<p>Please provide a short description of the service / policy/project/project phase</p>	<p>The Younger Adults department within the Adults’ Health and Care (AHC) directorate provides social care services for 7,250 people overall. This includes all people over 18 years with learning disabilities and people of working age with physical disabilities and mental health problems. Those receiving services have been assessed as eligible under the Care Act 2014. The support provided includes support work, residential care, day services, direct payments and other services. In the financial year 2023/24 Hampshire County Council planned to spend £185 million on care and support for Young Adults.</p> <p>This project would focus on a review of supported employment service for people with learning disabilities. 136 people currently use the supported employment service.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>Each person receives a support plan which is reviewed by Social Workers and social care practitioners. Support is provided with the aim of maximising a person’s independence whilst ensuring their care needs are met through a Strengths Based Approach (SBA); this would apply in the same way to anyone receiving services.</p> <p>This proposal is a review of how to best deliver supported employment to people with a learning disability, exploring alternative support for people with an eligible need. This could result in changes to support, or a removal of support, for some individuals.</p> <p>These people may have been impacted by reductions / changes to the levels of service they previously received as a result of earlier transformation programmes.</p>

Engagement and consultation

The County Council’s Making the Most of your Money budget consultation (2024-2026) sought residents' and stakeholders' views on strategic options for funding the Authority’s budget gap. These proposals were considered as part of that consultation.

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 specific consultation has been carried out on this proposal, however it was referenced in the Making the Most of your Money budget consultation (2024-2026).

Feedback on this proposal has been received from the Making the Most of your Money budget consultation (2024-2026). This feedback has stressed the importance of supporting young adults with a disability into employment. As part of any changes to the current arrangements, individuals currently supported in employment would have their care and support needs assessed as part of a Care Act assessment to determine how best to meet those needs in the future. If the person has an eligible need for employment support then this would continue. Individuals would be supported to access alternative sources of support and funding such as that available from the Department of Work and Pensions.

Engagement with individual service users and carers would be carried out through individual discussions as part of their review so that their views and needs can be taken into account.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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

Rurality		✓					Public
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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	Yes
Basingstoke and Deane	
East Hampshire	
Eastleigh	
Fareham	
Gosport	
Hart	
Havant	

New Forest	
Rushmoor	
Test Valley	
Winchester	

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 Younger Adults department includes services for people with learning disabilities of all ages over 18 years and people with physical disabilities and mental health problems of working age. People receiving a review of the supported employment service would be across the age range within Young Adults.
Gender reassignment	The application of the supported employment project would have a neutral impact on those young adults with a disability who have the protected characteristic of gender reassignment. Practitioners would ensure that they treat people as individuals, irrespective of their gender.
Marriage or civil partnership	The project would have a neutral impact on young adults who have the protected characteristic of marriage or civil partnership. The application of the supported employment project would be undertaken with individuals, regardless of whether they are married or in a civil partnership. Where appropriate, carers assessments would be offered to partners of individuals who may be undertaking caring roles.

Pregnancy and maternity	The application of the supported employment project would have a neutral impact on those young adults who have the protected characteristic of pregnancy and maternity.
Race	The application of the supported employment project would have a neutral impact on those young adults who have the protected characteristic of race. Practitioners would ensure that where English is not the individual's first language, an interpreter is sourced for the assessment or review.
Religion or belief	The application of the supported employment review project would have a neutral impact on those Young Adults who have the protected characteristic of religion or belief. Practitioners would ensure that religion or belief is respected, and care provision is based on individual need.
Sexual orientation	The application of the supported employment review project would have a neutral impact on those Young Adults who have the protected characteristic of sexual orientation.
Sex	The application of the supported employment review project would have a neutral impact on those Young Adults who have the protected characteristic of sex.

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
Disability	These proposals would impact upon people with learning disabilities. Some choices that are currently available and that are more expensive in	No	Assessed Care Act eligible outcomes would still be met in line with legislation.

	<p>comparison to other alternatives that meet their needs may cease to be available.</p> <p>It is likely for a large percentage of those assessed the support that they receive would change or reduce. These people are likely to have been impacted by reductions / changes to the levels of service they previously received as a result of earlier transformation programmes and may also receive other services subject to other savings proposals within Young Adults.</p>		<p>Social Workers and Practitioners would discuss potential options with individuals who use services as part of the review and re-assessment process.</p> <p>If the person has an eligible need for employment support then this would continue. Individuals would be supported to access alternative sources of support and funding such as that available from the Department of Work and Pensions.</p> <p>Social workers and practitioners would take a holistic view of the person and their carers needs and consider all the services they receive when assessing their needs and any changes.</p>
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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

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-consulting¹⁶.
 - 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:

This EIA has been updated following peer review and has taken into account feedback received from the County Council’s Making the Most of your Money budget consultation (2024-2026) as detailed above.

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:

Adults' Health and Care

Younger Adults

Name of SP25 proposal:	SP25 Proposal Reference:
Review workforce requirements in Younger Adults	YA-25-B Adults' Health and Care Date 01.06.2023

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Jessica Hutchinson	AHC	Assistant Director	Jessica.Hutchinson@hants.gov.uk	07557045553	02/06/2023	v0.2
2	EIA authoriser	Graham Allen	AHC	Deputy Chief Executive & Director AHC	graham.allen@hants.gov.uk	03707 795574	15/08/2023	v0.2
3	EIA Coordinator	Gloria Kwaw	AHC	Equality and Inclusion Manager	gloria.kwaw@hants.gov.uk	0370 7794934	14/08/2023	v0.2

Section one – information about the service and service change

Service affected	Younger Adults Community Teams
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<p>Please provide a short description of the service / policy/project/project phase</p>	<p>The Younger Adults department within the Adults' Health and Care (AHC) directorate provides social care services for 7,250 people overall. This includes all people over 18 years with learning disabilities and people of working age with physical disabilities and mental health problems. Those receiving services have been assessed as eligible under the Care Act 2014. The support provided includes support work, residential care, day services, direct payments and other services. In the financial year 2023/24 Hampshire County Council planned to spend £185 million on care and support for Young Adults.</p> <p>There are approximately 365 Full Time Equivalent staff in Young Adults Community teams with an overall cost of £15.6 million.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>This review is in the early stages of planning and requires engagement with all stakeholders including community teams. To reflect staffing pressures and to protect the frontline the proposed target for saving only equates to 2 percent of overall staffing costs. This is between 6 and 10 Full Time Equivalents depending upon the pay scales of the roles to be reduced.</p> <p>There is a need to look for efficiencies through the use of new technologies and new ways of working across Adults' Health and Care. Savings would be made through a reduction in the workforce, workforce related costs and travel costs of the department. Changes to ways of working to meet the delivery of outcomes to our population and the attendant operational demands would be required to mitigate the reduction in staff numbers.</p> <p>The exact posts and Younger Adults teams potentially affected would not be known until significant further work is undertaken, however this would be designed to have minimal impact upon capacity. The project would involve changing how the department is organised and the way it works.</p> <p>It is important to note that this is a relatively small, targeted saving, less than two percent of the overall workforce and every effort would be made to achieve this without placing any of the workforce at risk. Given pressure upon teams, frontline teams and services would also be protected with no savings proposed in that area.</p>

Engagement and consultation

The County Council's Making the Most of your Money budget consultation (2024-2026) sought residents' and stakeholders' views on strategic options for funding the Authority's budget gap. These proposals were considered as part of that consultation.

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 specific consultation has been carried out on this proposal, however it was referenced in the Making the Most of your Money budget consultation (2024-2026). There has been ongoing general engagement with staff but further engagement and potential further formal consultation with staff may be required.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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	
East Hampshire	
Eastleigh	
Fareham	
Gosport	

Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

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>Public: Savings proposed are a small percentage of the overall workforce. The frontline would be protected from reductions to neutralise the impact on community team services to the public so there would be no impact.</p> <p>Staff: The demographic mix of the department's workforce shows a higher number of older staff. Further work would be required to identify who falls within the affected staff group and where they work, for example in our directly delivered care provision, this would be clear once further analysis has been carried out. Despite this the potential impact is low given the small percentage of the</p>

	proposed saving compared to overall workforce. All efforts would be made to avoid placing staff at risk to ensure low impact.
Gender reassignment	<p>Public: Savings proposed are a small percentage of the overall workforce The frontline would be protected from reductions to neutralise the impact on community team services to the public so there would be no impact.</p> <p>Staff: Further work would be required to identify who falls within the affected staff group. This would be clear once further analysis has been carried out and the EIA would subsequently be updated. Despite this the potential impact is low given the small percentage of the proposed saving compared to overall workforce. All efforts would be made to avoid placing staff at risk.</p>
Marriage or civil partnership	<p>Public: Savings proposed are a small percentage of the overall workforce. The frontline would be protected from reductions to neutralise the impact on community team services to the public so there would be no impact on delivery.</p> <p>Staff: Further work would be required to identify who falls within the affected staff group. This would be clear once further analysis has been carried out and the EIA would subsequently be updated. Despite this the potential impact is low given the small percentage of the proposed saving compared to overall workforce. All efforts would be made to avoid placing staff at risk.</p>
Pregnancy and maternity	<p>Public: Savings proposed are a small percentage of the overall workforce. The frontline would be protected from reductions to neutralise the impact on community team services to the public so there would be no impact.</p> <p>Staff: Further work would be required to identify who falls within the affected staff group. This would be clear once further analysis has been carried out and the EIA would subsequently be updated. Despite this the potential impact is low given the small percentage of the proposed saving compared to overall workforce. All efforts would be made to avoid placing staff at risk.</p>
Race	<p>Public: Savings proposed are a small percentage of the overall workforce The frontline would be protected from reductions to neutralise the impact on community team services to the public so there would be no impact.</p> <p>Staff: Further work would be required to identify who falls within the affected staff group. This would be clear once further analysis has been carried out and the EIA would subsequently be updated. Despite this the potential impact is low given the small percentage of the proposed saving compared to overall workforce. All efforts would be made to avoid placing staff at risk.</p>

Religion or belief	<p>Public: Savings proposed are a small percentage of the overall workforce. The frontline would be protected from reductions to neutralise the impact on community team services to the public so there would be no impact.</p> <p>Staff: Further work would be required to identify who falls within the affected staff group. This would be clear once further analysis has been carried out and the EIA would subsequently be updated. Despite this the potential impact is low given the small percentage of the proposed saving compared to overall workforce. All efforts would be made to avoid placing staff at risk.</p>
Sexual orientation	<p>Public: Savings proposed are a small percentage of the overall workforce. The frontline would be protected from reductions to neutralise the impact on community team services to the public so there would be no impact.</p> <p>Staff: Further work would be required to identify who falls within the affected staff group. This would be clear once further analysis has been carried out and the EIA would subsequently be updated. Despite this the potential impact is low given the small percentage of the proposed saving compared to overall workforce. All efforts would be made to avoid placing staff at risk.</p>
Sex	<p>Public: Savings proposed are a small percentage of the overall workforce. The frontline would be protected from reductions to neutralise the impact on community team services to the public so there would be no impact.</p> <p>Staff: Further work would be required to identify who falls within the affected staff group. This would be clear once further analysis has been carried out and the EIA would subsequently be updated. Despite this the potential impact is low given the small percentage of the proposed saving compared to overall workforce. All efforts would be made to avoid placing staff at risk.</p>
Disability	<p>Public: Savings proposed are a small percentage of the overall workforce The frontline would be protected from reductions to neutralise the impact on community team services to the public so there would be no impact.</p> <p>Staff: Further work would be required to identify who falls within the affected staff group. This would be clear once further analysis has been carried out and the EIA would subsequently be updated. Despite this the potential impact is low given the small percentage of the proposed saving compared to overall workforce. All efforts would be made to avoid placing staff at risk.</p>

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
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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

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-consulting¹⁷.

- 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:

This EIA has been updated following peer review and has taken into account feedback received from the County Council's Making the Most of your Money budget consultation (2024-2026).

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:

Adults' Health and Care

Younger Adults

Name of SP25 proposal:	SP25 Proposal Reference:
Exploring integration opportunities for Mental Health services with the NHS	YA-25-C Adults' Health and Care Date 01.06.2023

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Jessica Hutchinson	AHC	Assistant Director	Jessica.Hutchinson@hants.gov.uk	07557045553	02/06/2023	v0.2
2	EIA authoriser	Graham Allen	AHC	Deputy Chief Executive & Director AHC	graham.allen@hants.gov.uk	03707 795574	15/08/2023	v0.2
3	EIA Coordinator	Gloria Kwaw	AHC	Equality and Inclusion Manager	Gloria.kwaw@hants.gov.uk	0370 779 4934	14/08/2023	v0.2

Section one – information about the service and service change

Service affected	Residential, domiciliary and supported accommodation services as well as social work services.
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<p>Please provide a short description of the service / policy/project/project phase</p>	<p>The Younger Adults department within the Adults' Health and Care (AHC) directorate provides social care services for 7,250 people overall. This includes all people over 18 years with learning disabilities and people of working age with physical disabilities and mental health problems. Those receiving services have been assessed as eligible under the Care Act 2014. The support provided includes support work, residential care, day services, direct payments and other services. In the financial year 2023/24 Hampshire County Council planned to spend £185 million on care and support for Young Adults.</p> <p>Some people who have been kept in hospital subject to the Mental Health Act are entitled to Section 117 aftercare services, which include healthcare, social care and supported accommodation. The services are designed to prevent re-admission to hospital. There are approximately 420 people subject to Section 117 in Hampshire. This project would particularly focus upon exploring opportunities to work more closely with the NHS to support people subject to Section 117 looking at strengths based and least restrictive solutions, which maximise use of community resources and support people to live as independently as possible. This project would assist in reducing the confusion and duplication currently experienced, whilst also saving money.</p> <p>The ability to establish an integrated care structure is codified within the National Health Services Act 2006. An agreement made under Section 75 of the Act can include arrangements for pooling resources and delegating certain NHS and local authority health-related functions to the other partner(s) if it would lead to an improvement in the way those functions are exercised. It is not yet determined what form the integration plans would take. Equality Impact Assessments would be updated as integration plans are developed. This opportunity may be subject to a subsequent public consultation in addition to the balancing the budget consultation.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>This is a new approach to working more closely with the NHS to support people subject to Section 117 discharge arrangements. We would look to deliver outcomes which would</p>

	<p>maintain similar or improved outcomes for Younger Adults where possible but through a more cost-effective method of delivery.</p> <p>Each person receives a support plan which is reviewed by Social Workers and social care practitioners. Support is provided with the aim of maximising a person's independence whilst ensuring their care needs are met through a Strengths Based Approach (SBA); this would apply in the same way to anyone receiving services.</p> <p>It is likely that for a large percentage of those assessed the support that they receive would change. These people may have been impacted by reductions / changes to the levels of service they previously received as a result of earlier transformation / savings programmes.</p>
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Engagement and consultation

The County Council's Making the Most of your Money budget consultation (2024-2026) sought residents' and stakeholders' views on strategic options for funding the Authority's budget gap. These proposals were considered as part of that consultation.

This proposed change may also be subject to a further public consultation on the integration of aspects of the NHS and Adults Health and Care services for people with mental health problems subject to Section 117 aftercare as required.

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 specific consultation has been carried out on this proposal, however it was referenced in the Making the Most of your Money budget consultation (2024-2026). There has been wider ongoing general engagement with service users, families, stakeholders and providers via the Hampshire Learning Disability Partnership and the Personalisation Expert Panel regarding the SP25 proposals as part of the Making the Most of your Money consultation. A further specific public consultation would be held to share developed integration proposals prior to integration of any services.

Feedback received from the Making the Most of your Money consultation, indicates that where mentioned, respondents were largely in favour of greater co-operation and closer working between Hampshire County Council and the NHS. Individual responses received from the 2 Integrated Care Boards that cover Hampshire also indicated that they would welcome continued closer working with the County Council.

Engagement with individual service users and carers would be carried out through individual discussions as part of their review so that their views and needs can be taken into account.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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

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	
East Hampshire	
Eastleigh	
Fareham	
Gosport	
Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	

Winchester	
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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
Age	The Younger Adults department includes services for people with learning disabilities of all ages over 18 years and people with physical disabilities and mental health problems of working age. People receiving mental health section 117 services would be across the age range within Younger Adults. We would ensure that those over 65 years subject to Section 117 would be considered and a similar approach taken.
Gender reassignment	The application of the Section 117 project would have a neutral impact on those young adults with a disability who have the protected characteristic of gender reassignment. Practitioners would ensure that they treat people as individuals, irrespective of their gender.
Marriage or civil partnership	The project would have a neutral impact on young adults who have the protected characteristic of marriage or civil partnership. The application of the Section 117 project would be undertaken with individuals, regardless of whether they are married or in a civil partnership. Where appropriate, carers assessments would be offered to partners of individuals who may be undertaking caring roles.
Pregnancy and maternity	The application of the Section 117 project would have a neutral impact on those young adults who have the protected characteristic of pregnancy and maternity.
Race	The application of the Section 117 project would have a neutral impact on those young adults who have the protected characteristic of race. Practitioners would ensure that where English is not the individual's first language, an interpreter is sourced for the assessment or review.

Religion or belief	The application of the Section 117 project would have a neutral impact on those Young Adults who have the protected characteristic of religion or belief. Practitioners would ensure that religion or belief is respected, and care provision is based on individual need.
Sexual orientation	The application of the Section 117 project would have a neutral impact on those Young Adults who have the protected characteristic of sexual orientation.
Sex	The application of the Section 117 project would have a neutral impact on those Young Adults who have the protected characteristic of sex.

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?	Short explanation of mitigating actions
Disability	<p>These proposals would impact upon people with mental health problems subject to Section 117 of the Mental Health Act. Some choices that are currently available are more expensive in comparison to other alternatives that meet their needs and may cease to be available.</p> <p>It is likely for a large percentage of those assessed the support that they receive would change or reduce. These people are likely to have been impacted by reductions / changes to the levels of service they previously received as a result of earlier transformation</p>	No	<p>Assessed Care Act eligible outcomes would still be met in line with legislation.</p> <p>Social Workers and Practitioners would discuss potential options with individuals who use services as part of the review and re- assessment process.</p> <p>This proposal would not affect an individual's right or access to Section 117 aftercare services.</p> <p>The Least Restrictive Practice team would work with people to reduce challenging behaviours and ensure that the least restrictive support arrangements are provided.</p>

	programmes and may also receive other services subject to other savings proposals within Young Adults.		<p>Social workers and practitioners would take a holistic view of the person and their carer's needs and consider all the services they receive when assessing their needs and any changes.</p> <p>Working more closely with the NHS to support people subject to Section 117 could improve outcomes through a more coordinated response.</p> <p>A further public consultation would be held prior to any integration of services.</p>
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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

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-consulting¹⁸.
 - 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:

This EIA has been updated following peer review and has taken into account feedback received from the County Council’s Making the Most of your Money budget consultation (2024-2026) as detailed above.

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:

[Empty box for Box 2 content]

Adults' Health and Care

Younger Adults

Name of SP25 proposal:	SP25 Proposal Reference:
Application of Strengths Based Approaches and further extension of Strengths Based Approach across Young Adults	YA-25-K and D Adults' Health and Care Date 01.06.2023

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Jessica Hutchinson	AHC	Assistant Director	Jessica.Hutchinson@hants.gov.uk	07557045553	02/06/2023	v0.2
2	EIA authoriser	Graham Allen	AHC	Deputy Chief Executive & Director AHC	graham.allen@hants.gov.uk	03707 795574	15/08/2023	v0.2
3	EIA Coordinator	Gloria Kwaw	AHC	Equality and Inclusion Manager	Gloria.kwaw@hants.gov.uk	0370 7794934	14/08/2023	v0.2

Section one – information about the service and service change

Service affected	Domiciliary care, residential care, supported living and day services for Young Adults
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<p>Please provide a short description of the service / policy/project/project phase</p>	<p>The Younger Adults department within the Adults' Health and Care (AHC) directorate provides social care services for 7,250 people overall. This includes all people over 18 years with learning disabilities and people of working age with physical disabilities and mental health problems. Those receiving services have been assessed as eligible under the Care Act 2014. The support provided includes support work, residential care, day services, direct payments and other services. In the financial year 2023/24 Hampshire County Council planned to spend £185 million on care and support for Young Adults.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>This is an extension of the current Savings Programme to 2023 (SP23) for Younger Adults, the outcomes of which aims to deliver and maintain similar outcomes for Younger Adults where possible but through a more cost-effective method. This approach would be applied to all reviews, regardless of whether someone is in receipt of services provided by or commissioned by the County Council or in receipt of a direct payment. The review would include exploration of the potential for:</p> <ul style="list-style-type: none"> • A greater emphasis on community support (without a cost to the County Council); • Support to develop self-sustaining networks; • Time limited support to develop skills; • Increased use of technology. <p>Each person receives a support plan which is reviewed by Social Workers and social care practitioners. Support is provided with the aim of maximising a person's independence whilst ensuring their care needs are met through a Strengths Based Approach (SBA), as outlined in the bullet points above; this would apply in the same way to anyone receiving services.</p> <p>It is likely that for a large percentage of those assessed the support that they receive would change or reduce. These people are likely to have been impacted by reductions / changes to the levels of service they previously received as a result of earlier transformation programmes. They may also receive a range of services and might therefore be impacted by more than one savings strategy within Younger Adults although this risk would be mitigated by a holistic assessment of need.</p>

Engagement and consultation

The County Council's Making the Most of your Money budget consultation (2024-2026) sought residents' and stakeholders' views on strategic options for funding the Authority's budget gap. These proposals were considered as part of that consultation.

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 specific consultation has been carried out on this proposal, which is a continuation of the SP23 Strengths Based initiative in Younger Adults. However it was referenced in the Making the Most of your Money budget consultation (2024-2026).

There has been ongoing general engagement with service users, families, stakeholders and providers via the Hampshire Learning Disability Partnership and the Personalisation Expert Panel.

Engagement with individual service users and carers would be carried out through individual discussions as part of their review so that their views and needs can be taken into account.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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

Sexual orientation		✓				Public
Marriage & civil partnership		✓				Public
Poverty		✓				Public
Rurality		✓				Public

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	
East Hampshire	
Eastleigh	
Fareham	

Gosport	
Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

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 Younger Adults department includes services for people with learning disabilities of all ages over 18 years and people with physical disabilities and mental health problems of working age. Strengths Based Approaches would be applied similarly across all young adults irrespective of age. Services for people over 65 years old receiving services from the Older Adults department would be affected by similar Strengths Based Approaches as part of the Council's overall SP25 programme.

Gender reassignment	The application of the Strengths Based Approaches project would have a neutral impact on those young adults with a disability who have the protected characteristic of gender reassignment. Practitioners would ensure that they treat people as individuals, irrespective of their gender assignment.
Marriage or civil partnership	The project would have a neutral impact on young adults who have the protected characteristic of marriage or civil partnership. The application of the Strengths Based approaches project would be undertaken with individuals, regardless of whether they are married or in a civil partnership. Where appropriate, carers assessments would be offered to partners of individuals who may be undertaking caring roles.
Pregnancy and maternity	The application of the Strengths Based Approaches project would have a neutral impact on those young adults who have the protected characteristic of pregnancy and maternity.
Race	The application of the Strengths Based approaches project would have a neutral impact on those young adults who have the protected characteristic of race. Practitioners would ensure that where English is not the individual's first language, an interpreter is sourced for the assessment or review.
Religion or belief	The application of the Strengths Based Approaches project would have a neutral impact on those Young Adults who have the protected characteristic of religion or belief. Practitioners would ensure that religion or belief is respected, and care provision is based on individual need.
Sexual orientation	The application of the Strengths Based Approaches project would have a neutral impact on those Young Adults who have the protected characteristic of sexual orientation.
Sex	The application of the Strengths Based Approaches project would have a neutral impact on those Young Adults who have the protected characteristic of sex.

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
Disability	<p>These proposals would impact upon people with learning disabilities, physical disabilities and mental health problems receiving services. Some choices that are currently available and that are more expensive in comparison to other alternatives that meet their needs may cease to be available.</p> <p>It is likely for a large percentage of those assessed that the support that they receive would change or reduce. These people are likely to have been impacted by reductions / changes to the levels of service they previously received, as a result of earlier programmes and may also receive other services subject to other savings proposals within Young Adults.</p>	No	<p>Assessed Care Act eligible outcomes would still be met in line with legislation.</p> <p>Social Workers and Practitioners would discuss potential options with individuals who use services as part of the review and re-assessment process.</p> <p>Social workers and practitioners would take a holistic view of the person and consider all the services they receive when assessing their needs and any changes.</p>

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

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-consulting¹⁹.
 - 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:

This EIA has been updated following peer review and has taken into account feedback received from the County Council’s Making the Most of your Money budget consultation (2024-2026).

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:

Adults' Health and Care

Younger Adults

Name of SP25 proposal:	SP25 Proposal Reference:
Expansion of HCC Care to provide more long-term services for people with disabilities	YA-25-E Adults' Health and Care Date 01.06.2023

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Jessica Hutchinson	AHC	Assistant Director	Jessica.Hutchinson@hants.gov.uk	07557045553	02/06/2023	v0.2
2	EIA authoriser	Graham Allen	AHC	Deputy Chief Executive & Director AHC	graham.allen@hants.gov.uk	03707 795574	15/08/2023	v0.2
3	EIA Coordinator	Gloria Kwaw	AHC	Equality and Inclusion Manager	Gloria.kwaw@hants.gov.uk	0370 779 4934	14/08/2023	v0.2

Section one – information about the service and service change

Service affected	Residential care and supported living services
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<p>Please provide a short description of the service / policy/project/project phase</p>	<p>The Younger Adults department within the Adults' Health and Care (AHC) directorate provides social care services for 7,250 people overall. This includes all people over 18 years with learning disabilities and people of working age with physical disabilities and mental health problems. Those receiving services have been assessed as eligible under the Care Act 2014. The support provided includes support work, residential care, day services, direct payments and other services. In the financial year 2023/24 Hampshire County Council planned to spend £185 million on care and support for Young Adults.</p> <p>This project would particularly focus upon creating more HCC Care provision for Young Adults.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>Each person receives a support plan which is reviewed by Social Workers and social care practitioners. Support is provided with the aim of maximising a person's independence whilst ensuring their care needs are met through a Strengths Based Approach (SBA); this would apply in the same way to anyone receiving services.</p> <p>This is a new programme for Younger Adults designed to create new HCC Care services for Younger Adults as an alternative to independent sector provision. HCC Care has a track record of providing good quality service for Younger Adults. The review would include the identification of people who would benefit from moving into new HCC Care services once they were established. It is not yet determined what new services are required or in what location. Once this work is complete there may be a requirement for further engagement or consultation.</p> <p>It is likely that for a large percentage of those assessed the support that they receive would change. These people may have been impacted by reductions / changes to the levels of service they previously received as a result of earlier transformation programmes.</p>

Engagement and consultation

The County Council's Making the Most of your Money budget consultation (2024-2026) sought residents' and stakeholders' views on strategic options for funding the Authority's budget gap. These proposals were considered as part of that consultation.

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 specific consultation has been carried out on this proposal, which is a new developing initiative, however it was referenced in the Making the Most of your Money budget consultation (2024-2026).

There has been wider ongoing general engagement with service users, families, stakeholders and providers via the Hampshire Learning Disability Partnership and the Personalisation Expert Panel on the Making the Most of your Money budget consultation.

Engagement with individual service users and carers would be carried out through individual discussions as part of their review so that their views and needs can be taken into account.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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

Rurality		✓					Public
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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	Yes
Basingstoke and Deane	
East Hampshire	
Eastleigh	
Fareham	
Gosport	
Hart	
Havant	

New Forest	
Rushmoor	
Test Valley	
Winchester	

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 Younger Adults department includes services for people with learning disabilities of all ages over 18 years and people with physical disabilities and mental health problems of working age. People moving into new HCC Care services would be across the age range within Young Adults.
Disability	<p>These proposals would impact upon people with learning disabilities, physical disabilities and mental health problems receiving services. Some choices that are currently available and that are more expensive in comparison to other alternatives that meet their needs may cease to be available. However, given the consistent quality of care and support that HCC Care provides in its services, people would be well-placed to have their care and support needs met in suitable environments / accommodation.</p> <p>Social Workers and Practitioners would discuss potential options with individuals who use services as part of the review and re- assessment process.</p>

	<p>The Least Restrictive Practice team would work with people to reduce challenging behaviours and ensure least restrictive support is at the centre of their care package.</p> <p>These people are likely to have been impacted by reductions / changes to the levels of service they previously received as a result of earlier transformation programmes and may also receive other services subject to other savings proposals within Younger Adults.</p>
Gender reassignment	The application of the HCC Care project would have a neutral impact on those young adults with a disability who have the protected characteristic of gender reassignment. Practitioners would ensure that they treat people as individuals, irrespective of their gender.
Marriage or civil partnership	The project would have a neutral impact on young adults who have the protected characteristic of marriage or civil partnership. The application of the HCC Care project would be undertaken with individuals, regardless of whether they are married or in a civil partnership. Where appropriate, carers assessments would be offered to partners of individuals who may be undertaking caring roles.
Pregnancy and maternity	The application of the HCC Care project would have a neutral impact on those young adults who have the protected characteristic of pregnancy and maternity.
Race	The application of the HCC Care project would have a neutral impact on those young adults who have the protected characteristic of race. Practitioners would ensure that where English is not the individual's first language, an interpreter is sourced for the assessment or review.
Religion or belief	The application of the HCC Care project would have a neutral impact on those Young Adults who have the protected characteristic of religion or belief. Practitioners would ensure that religion or belief is respected, and care provision is based on individual need.
Sexual orientation	The application of the HCC Care project would have a neutral impact on those Young Adults who have the protected characteristic of sexual orientation.
Sex	The application of the HCC Care project would have a neutral impact on those Young Adults who have the protected characteristic of sex.

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

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

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-consulting²⁰.

- 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:

This EIA has been updated following peer review and has taken into account feedback received from the County Council's Making the Most of your Money budget consultation (2024-2026).

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:

Adults' Health and Care

Younger Adults

Name of SP25 proposal:	SP25 Proposal Reference:
A further review and increase in the use of supported living models and a decrease in the use of residential care for some Young Adults	YA-25-F Adults' Health and Care Date 01.06.2023

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Jessica Hutchinson	AHC	Assistant Director	Jessica.Hutchinson@hants.gov.uk	07557045553	02/06/2023	v0.2
2	EIA authoriser	Graham Allen	AHC	Deputy Chief Executive & Director AHC	graham.allen@hants.gov.uk	03707 795574	15/08/2023	v0.2
3	EIA Coordinator	Gloria Kwaw	AHC	Equality and Inclusion Manager	Gloria.kwaw@hants.gov.uk	0370 779 4934	14/08/2023	v0.2

Section one – information about the service and service change

Service affected	Domiciliary care, residential care, supported living, day and other services
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<p>Please provide a short description of the service / policy/project/project phase</p>	<p>The Younger Adults department within the Adults' Health and Care (AHC) directorate provides social care services for 7,250 people overall. This includes all people over 18 years with learning disabilities and people of working age with physical disabilities and mental health problems. Those receiving services have been assessed as eligible under the Care Act 2014. The support provided includes support work, residential care, day services, direct payments and other services. In the financial year 2023/24 Hampshire County Council planned to spend £185 million on care and support for Young Adults.</p> <p>This project would focus upon creating more supported living opportunities for Young Adults and decreasing the use of residential care. There are currently around 900 Young Adults living in residential care and around 1,460 people living in supported accommodation services.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>This is an extension of the current Savings Programme to 2023 (SP23) for Young Adults, which aims to deliver and maintain good outcomes for Younger Adults where possible, but through a more cost-effective method, and by supporting people to live in the most appropriate accommodation. The review would include the identification of people who would benefit from moving into supported accommodation when supported accommodation/ living services are more cost effective and where it brings benefits for the service user, enabling greater levels of independence and tenancy rights for individuals.</p> <p>Each person receives a support plan which is reviewed by Social Workers and social care practitioners. Support is provided with the aim of maximising a person's independence whilst ensuring their care needs are met through a Strengths Based Approach (SBA) that would apply in the same way to anyone receiving services.</p> <p>A strengths-based approach includes approaches such as a greater emphasis on community support (without a cost to the County Council); support to develop self-sustaining networks; time limited support to develop skills; increased use of technology.</p>

It is likely that for a large percentage of those assessed, the support that they receive would change or reduce. These people may have been impacted by reductions / changes to the levels of service they previously received as a result of earlier transformation programmes.

Engagement and consultation

The County Council's Making the Most of your Money budget consultation (2024-2026) sought residents' and stakeholders' views on strategic options for funding the Authority's budget gap. These proposals were considered as part of that consultation.

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 specific consultation has been carried out on this proposal, which is an extension of the SP23 supported living initiative, however it was referenced in the Making the Most of your Money budget consultation (2024-2026).

There has been ongoing general engagement about the roll-out of supported accommodation with service users, families, stakeholders and providers via the Hampshire Learning Disability Partnership and the Personalisation Expert Panel.

Engagement with individual service users and carers would be carried out through individual discussions as part of their review so that their views and needs can be taken into account.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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

Religion or belief		✓				Public
Sex		✓				Public
Sexual orientation		✓				Public
Marriage & civil partnership		✓				Public
Poverty		✓				Public
Rurality		✓				Public

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	

East Hampshire	
Eastleigh	
Fareham	
Gosport	
Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

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
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Age	The Younger Adults Department includes services for people with learning disabilities of all ages over 18 years and people with physical disabilities and mental health problems of working age. People moving into supported accommodation are across the age range within Younger Adults.
Gender reassignment	The application of the supported accommodation project would have a neutral impact on those young adults with a disability who have the protected characteristic of gender reassignment. Practitioners would ensure that they treat people as individuals, irrespective of their gender.
Marriage or civil partnership	The project would have a neutral impact on young adults who have the protected characteristic of marriage or civil partnership. The application of the supported accommodation project would be undertaken with individuals, regardless of whether they are married or in a civil partnership. Where appropriate, carers assessments would be offered to partners of individuals who may be undertaking caring roles.
Pregnancy and maternity	The application of the supported accommodation project would have a neutral impact on those young adults who have the protected characteristic of pregnancy and maternity.
Race	The application of the supported accommodation project would have a neutral impact on those young adults who have the protected characteristic of race. Practitioners would ensure that where English is not the individual's first language, an interpreter is sourced for the assessment or review.
Religion or belief	The application of the supported accommodation project would have a neutral impact on those Young Adults who have the protected characteristic of religion or belief. Practitioners would ensure that religion or belief is respected, and care provision is based on individual need.
Sexual orientation	The application of the supported accommodation project would have a neutral impact on those Young Adults who have the protected characteristic of sexual orientation.
Sex	The application of the supported accommodation project would have a neutral impact on those Young Adults who have the protected characteristic of sex.
Poverty	The application of the supported accommodation project would have a neutral impact on those Young Adults who have the protected characteristic of poverty.
Rurality	The application of the supported accommodation project would have a neutral impact on those Young Adults who have the protected characteristic of 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
Disability	<p>These proposals would impact people with learning disabilities, physical disabilities and mental health problems receiving services. Some choices that are currently available and that are more expensive in comparison to other alternatives that meet their needs may cease to be available.</p> <p>It is likely for a large percentage of those assessed the support that they receive would change or reduce. These people are likely to have been impacted by reductions / changes to the levels of service they previously received as a result of earlier transformation programmes and may also receive other services subject to other savings proposals within Younger Adults.</p>	No	<p>Assessed Care Act eligible outcomes would still be met in line with legislation.</p> <p>Social Workers and Practitioners would discuss potential options for accommodation with individuals who use services as part of the review and re-assessment process.</p> <p>The Least Restrictive Practice team would work with people to reduce challenging behaviours and ensure the least restrictive support is in place.</p> <p>Social workers and practitioners would take a holistic view of the person and consider all the services they</p>

	<p>There are also positive impacts of these proposals; an increase in the use of the supported accommodation model can be advantageous for Young Adults, improving their quality of accommodation, their rights to remain in accommodation (tenancy rights) and their financial circumstances.</p>		<p>receive when assessing their needs and any changes.</p> <p>Supported accommodation provides tenancy rights and more choice and personalised support than might be possible in residential care. It can also provide more financial benefit for the Young Adult through greater benefits entitlement. People moving into supported living would receive appropriate support to enable them to transition to their new accommodation.</p>
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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

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-consulting²¹.
 - 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:

This EIA has been updated following peer review and has taken into account feedback received from the County Council's Making the Most of your Money budget consultation (2024-2026).

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:

Adults' Health and Care

Younger Adults

Name of SP25 proposal:	SP25 Proposal Reference:
Transition strategies	YA-25-G Adults' Health and Care Date 01.06.2023

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Jessica Hutchinson	AHC	Assistant Director	Jessica.Hutchinson@hants.gov.uk	07557045553	02/06/2023	v0.2
2	EIA authoriser	Graham Allen	AHC	Deputy Chief Executive & Director AHC	graham.allen@hants.gov.uk	03707 795574	15/08/2023	v0.2
3	EIA Coordinator	Gloria Kwaw	AHC	Equality and Inclusion Manager	Gloria.kwaw@hants.gov.uk	0370 7794934	14/08/2023	v0.2

Section one – information about the service and service change

Service affected	Domiciliary care, residential care, supported living, day and other services
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<p>Please provide a short description of the service / policy/project/project phase</p>	<p>The Younger Adults department within the Adults' Health and Care (AHC) directorate provides social care services for 7,250 people overall. This includes all people over 18 years with learning disabilities and people of working age with physical disabilities and mental health problems. Those receiving services have been assessed as eligible under the Care Act 2014. The support provided includes support work, residential care, day services, direct payments and other services. In the financial year 2023/24 Hampshire County Council planned to spend £185 million on care and support for Young Adults.</p> <p>This project would particularly focus upon Young Adults in transition from Children's Services, Special Educational Needs teams, Care Leavers and other children approaching adulthood in crisis who are new to services who appear to be in need of Community Care services. There are 171 people to receive transition services in 2023/24.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>This is an extension of the current Savings Programme to 2023 (SP23) for Younger Adults which aims to deliver and maintain similar outcomes for Younger Adults where possible but through a more cost-effective method. The review would include exploration of the potential for:</p> <ul style="list-style-type: none"> • Greater understanding of the causes of challenging behaviour enabling strategies and practices to reduce these behaviours with subsequent reductions in support needs (least restrictive practice); • Application of a Strengths Based Approach maximising independence; • Exploring alternative models of care; • Exploring alternative providers; • Where someone has complex needs, exploring eligibility for NHS funding. <p>A strengths-based approach includes approaches such as a greater emphasis on community support (without a cost to the County Council); support to develop self-sustaining networks; time limited support to develop skills; increased use of technology.</p> <p>Each person receives a support plan which is reviewed by Social Workers and social care practitioners. Support is provided with the aim of maximising a person's independence whilst</p>

ensuring their care needs are met through a Strengths Based Approach (SBA); this would apply in the same way to anyone receiving services.

It is likely that for a large percentage of those assessed the support that they receive would change or reduce. These people may have been impacted by reductions / changes to the levels of service they previously received as a result of earlier transformation programmes.

Engagement and consultation

The County Council's Making the Most of your Money budget consultation (2024-2026) sought residents' and stakeholders' views on strategic options for funding the Authority's budget gap. These proposals were considered as part of that consultation

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 specific consultation has been carried out on this proposal, which is an extension of the SP23 Strengths Based initiative, however it was referenced in the Making the Most of your Money budget consultation (2024-2026).

There has been ongoing general engagement with service users, families, stakeholders and providers via the Hampshire Learning Disability Partnership and the Personalisation Expert Panel.

Engagement with individual service users and carers would be carried out through individual discussions as part of their review so that their views and needs can be taken into account.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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

Gender reassignment		✓				Public
Pregnancy and maternity		✓				Public
Race		✓				Public
Religion or belief		✓				Public
Sex		✓				Public
Sexual orientation		✓				Public
Marriage & civil partnership		✓				Public
Poverty		✓				Public
Rurality		✓				Public

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	
East Hampshire	
Eastleigh	
Fareham	
Gosport	
Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

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 Younger Adults department includes services for people with learning disabilities of all ages over 18 years and people with physical disabilities and mental health problems of working age. Young people in the transition cohort are all between 18- 25 years. However the overarching Strengths Based approach taken to people in transition would be similar irrespective of age and across Younger Adults.
Gender reassignment	The application of the transition project would have a neutral impact on those young adults with a disability who have the protected characteristic of gender reassignment. Practitioners would ensure that they treat people as individuals, irrespective of their gender.
Marriage or civil partnership	The project would have a neutral impact on young adults who have the protected characteristic of marriage or civil partnership. The application of the transitions project would be undertaken with individuals, regardless of whether they are married or in a civil partnership. Where appropriate, carers assessments would be offered to partners of individuals who may be undertaking caring roles.
Pregnancy and maternity	The transitions project would have a neutral impact on those young adults who have the protected characteristic of pregnancy and maternity.
Race	The application of the transitions project would have a neutral impact on those young adults who have the protected characteristic of race. Practitioners would ensure that where English is not the individual's first language, an interpreter is sourced for the assessment or review.
Religion or belief	The application of the transitions project would have a neutral impact on those Young Adults who have the protected characteristic of religion or belief. Practitioners would ensure that religion or belief is respected, and care provision is based on individual need.
Sexual orientation	The application of the transitions project would have a neutral impact on those Young Adults who have the protected characteristic of sexual orientation.
Sex	The application of the transitions project would have a neutral impact on those Young Adults who have the protected characteristic of sex.

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
Disability	<p>These proposals would impact upon people with learning disabilities, physical disabilities and mental health problems in transition to adulthood and receiving or requiring new services. Some choices that are currently available and that are more expensive in comparison to other alternatives that meet their needs may cease to be available.</p> <p>It is likely for a large percentage of those assessed the support that they receive would change or reduce. These people are likely to have been impacted by reductions / changes to the levels of service they previously received as a result of earlier transformation programmes and may also receive other services subject to other savings proposals within Young Adults.</p>	No	<p>Assessed Care Act eligible outcomes would still be met in line with legislation.</p> <p>Social Workers and Practitioners would discuss potential options with individuals who use services as part of the review and re-assessment process.</p> <p>The Least Restrictive Practice team would work with people to reduce challenging behaviours and ensure least restrictive support which would support greater independence and quality of life.</p> <p>Social workers and practitioners would work with Childrens' Services and would take a holistic view of the</p>

			person and consider all the services they receive when assessing their needs and any changes.
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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

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-consulting²².
 - 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:

This EIA has been updated following peer review and has taken into account feedback received from the County Council's Making the Most of your Money budget consultation (2024-2026).

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:

Adults' Health and Care

Younger Adults

Name of SP25 proposal:	SP25 Proposal Reference:
Increase the use of volunteers to support young adults	YA-25-H Adults' Health and Care Date 01.06.2023

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Jessica Hutchinson	AHC	Assistant Director	Jessica.Hutchinson@hants.gov.uk	07557045553	02/06/2023	v0.2
2	EIA authoriser	Graham Allen	AHC	Deputy Chief Executive & Director AHC	graham.allen@hants.gov.uk	03707 795574	15/08/2023	v0.2
3	EIA Coordinator	Gloria Kwaw	AHC	Equality and Inclusion Manager	Gloria.kwaw@hants.gov.uk	0370 7794934	14/08/2023	v0.2

Section one – information about the service and service change

Service affected	Domiciliary care and supported living services
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<p>Please provide a short description of the service / policy/project/project phase</p>	<p>The Younger Adults department within the Adults' Health and Care (AHC) directorate provides social care services for 7,250 people overall. This includes all people over 18 years with learning disabilities and people of working age with physical disabilities and mental health problems. Those receiving services have been assessed as eligible under the Care Act 2014. The support provided includes support work, residential care, day services, direct payments and other services. In the financial year 2023/24 Hampshire County Council planned to spend £185 million on care and support for Young Adults.</p> <p>This project would focus on the use of volunteers to support individuals as an alternative to formal care and support for those people who do not require personal care. Volunteers would go through a thorough vetting process and be matched with people based upon their interests and preferences.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>Each person receives a support plan which is reviewed by Social Workers and social care practitioners. Support is provided with the aim of maximising a person's independence whilst ensuring their care needs are met through a Strengths Based Approach (SBA); this would apply in the same way to anyone receiving services.</p> <p>Service users would have their needs and preferences matched with fully checked volunteers employed by the voluntary sector. Volunteers would only be used where non-registered care (for example not personal care) is required.</p> <p>This is a further continuation and extension of the Savings Programme to 2023 (SP23) programme within Younger Adults, which aims to deliver and maintain similar outcomes for Younger Adults where possible but through a more cost-effective method.</p> <p>It is likely that for a large percentage of those assessed the support that they receive would change. These people may have been impacted by reductions / changes to the levels of service they previously received as a result of earlier transformation programmes.</p>

The County Council's Making the Most of your Money budget consultation (2024-2026) sought residents' and stakeholders' views on strategic options for funding the Authority's budget gap. These proposals were considered as part of that consultation.

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 specific consultation has been carried out on this proposal, however it was referenced in the Making the Most of your Money budget consultation (2024-2026). It is an extension of the SP23 volunteers programme and there has been extensive engagement with service users, families, stakeholders and providers via the Hampshire Learning Disability Partnership and the Personalisation Expert Panel.

Feedback on this proposal was received from the Making the Most of your Money budget consultation (2024-2026). Some people and organisations were broadly supportive of the use of volunteers, however there were concerns raised about the potential shortage of volunteers, especially post-covid, and the potential impacts this may have on the voluntary sector. As set out above, this is a continuation of an existing initiative, which is already established with voluntary sector organisations.

Engagement with individual service users and carers would be carried out through individual discussions as part of their review so that their views and needs can be taken into account.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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

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

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	
East Hampshire	
Eastleigh	

Fareham	
Gosport	
Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

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 Younger Adults department includes services for people with learning disabilities of all ages over 18 years and people with physical disabilities and mental health problems of working age. People receiving volunteers as an alternative to domiciliary care would be across the age range within Young Adults.

Gender reassignment	The application of the volunteers project would have a neutral impact on those young adults with a disability who have the protected characteristic of gender reassignment. Practitioners would ensure that they treat people as individuals, irrespective of their gender.
Marriage or civil partnership	The project would have a neutral impact on young adults who have the protected characteristic of marriage or civil partnership. The application of the volunteer project would be undertaken with individuals, regardless of whether they are married or in a civil partnership. Where appropriate, carers assessments will be offered to partners of individuals who may be undertaking caring roles.
Pregnancy and maternity	The application of the volunteer project would have a neutral impact on those young adults who have the protected characteristic of pregnancy and maternity.
Race	The application of the volunteer project would have a neutral impact on those young adults who have the protected characteristic of race. If required, training around cultural appropriateness may be offered to volunteers. Practitioners would ensure that where English is not the individual's first language, an interpreter is sourced for the assessment or review.
Religion or belief	The application of the volunteer project would have a neutral impact on those Young Adults who have the protected characteristic of religion or belief. If appropriate training around different faiths / beliefs may be offered to volunteers. Practitioners would ensure that religion or belief is respected, and care provision is based on individual need.
Sexual orientation	The application of the volunteers project would have a neutral impact on those Young Adults who have the protected characteristic of sexual orientation.
Sex	The application of the volunteers project would have a neutral impact on those Young Adults who have the protected characteristic of sex.

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
Disability	<p>These proposals would impact upon people with learning disabilities, physical disabilities and mental health problems receiving services. Some choices that are currently available and that are more expensive in comparison to other alternatives that meet their needs may cease to be available.</p> <p>It is likely for a large percentage of those assessed the support that they receive would change or reduce. These people are likely to have been impacted by reductions / changes to the levels of service they previously received as a result of earlier transformation programmes and may also receive other services subject to other savings proposals within Younger Adults.</p>	No	<p>Assessed Care Act eligible outcomes would still be met in line with legislation.</p> <p>Social Workers and Practitioners would discuss potential options with individuals who use services as part of the review and re-assessment process.</p> <p>Social workers and practitioners would take a holistic view of the person and consider all the services they receive when assessing their needs and any changes.</p> <p>Volunteers would only be used in situations where registered care (for example personal care) is not required and where it is assessed as appropriate to do so.</p> <p>Increases in the use of volunteers as an alternative to</p>

			paid for care may provide more personalised and consistent support for some Young Adults.
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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

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-consulting²³.
 - 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:

This EIA has been updated following peer review and has taken into account feedback received from the County Council's Making the Most of your Money budget consultation (2024-2026) as detailed above.

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:

Adults' Health and Care

Younger Adults

Name of SP25 proposal:	SP25 Proposal Reference:
Review use of wellbeing centres and explore alternative funding	YA-25-I Adults' Health and Care Date 01.06.2023

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Jessica Hutchinson	AHC	Assistant Director	Jessica.Hutchinson@hants.gov.uk	07557045553	02/06/2023	v0.2
2	EIA authoriser	Graham Allen	AHC	Deputy Chief Executive & Director AHC	graham.allen@hants.gov.uk	03707 795574	15/08/2023	v0.2
3	EIA Coordinator	Gloria Kwaw	AHC	Equality and Inclusion Manager	gloria.kwaw@hants.gov.uk	0370 7794934	14/08/2023	v0.2

Section one – information about the service and service change

Service affected	Wellbeing centre support
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<p>Please provide a short description of the service / policy/project/project phase</p>	<p>The Younger Adults department within the Adults' Health and Care (AHC) directorate provides social care services for 7,250 people overall. This includes all people over 18 years with learning disabilities and people of working age with physical disabilities and mental health problems. Those receiving services have been assessed as eligible under the Care Act 2014. The support provided includes support work, residential care, day services, direct payments and other services. In the financial year 2023/24 Hampshire County Council planned to spend £185 million on care and support for Young Adults.</p> <p>The Younger Adults Mental Health service contributes to the funding of wellbeing centres in Hampshire with the majority of funding provided by the Integrated Care Board and from Public Health. Funding from the NHS has increased in recent years due to investment from NHS England in the Community Mental Health Transformation programme.</p> <p>Wellbeing centres are delivered by the voluntary sector and serve a total of 14,000 people with centres in Havant, Fareham, Eastleigh, Basingstoke, Farnborough, Winchester, Andover, Gosport, Hythe and New Milton with some satellite bases in rural areas. Many services are open access and no services are subject to assessment of Adults' Health and Care eligibility. Services include support for people with anxiety, depression and other mental health problems. Most services are time limited and include group sessions and peer support.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>This review is in the early stages of planning and requires engagement with several stakeholders. The review could result in a reduction in the level of funding provided by Adults' Health and Care for wellbeing centres. Impact would be dependent upon whether other agencies are able to review and increase their funding or provide services differently to maintain output. It is possible that some people who would have previously accessed the service would no longer be able to as a result. It is possible that some people who use wellbeing services who are eligible for social care services could have their wellbeing service offer reduced. Wellbeing centre services are not dependent upon eligibility under the Care Act 2014.</p>

Engagement and consultation

The County Council's Making the Most of your Money budget consultation (2024-2026) sought residents' and stakeholders' views on strategic options for funding the Authority's budget gap. These proposals were considered as part of that consultation.

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 specific consultation has been carried out on this proposal, however it was referenced in the Making the Most of your Money budget consultation (2024-2026).

This proposal generated a significant amount of feedback as part of the Making the Most of your Money consultation. Individuals and organisations that support people with mental health issues, expressed concern at the impact this could have on the mental health services for people. The 2 Integrated Care Boards that cover Hampshire have expressed a wish to understand further the impact this proposal would have on delivery of services via the Mental Health Wellbeing Centres.

The directorate would work closely with the NHS and voluntary sector to identify and mitigate any impacts. Impact would be dependent upon whether other agencies are able review and increase their funding or provide services differently to maintain outcomes.

Engagement with the voluntary sector organisations who run the wellbeing centres, NHS and public health partners would also be necessary alongside engagement with wellbeing centre service users should this proposal be taken forward.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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

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

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	
East Hampshire	
Eastleigh	

Fareham	
Gosport	
Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

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 known impact currently. People can receive services from wellbeing centres from across the age range. Access is not based upon eligibility for services provided by Adults' Health and Care and service recipients are not necessarily known to Adults' Health and Care. The age

	profile of people using services and potential impacts would be considered and mitigated as part of further engagement with the voluntary sector and EIA would be updated.
Gender reassignment	The review of Adults' Health and Care funding of wellbeing centres would have a neutral impact on those young adults with a disability who have the protected characteristic of gender reassignment. There are no specific gender reassignment services funded by Adults' Health and Care in wellbeing centres. The profile of people using services and potential impacts would be considered and mitigated as part of further engagement with the voluntary sector and EIA would be updated.
Marriage or civil partnership	The project would have a neutral impact on young adults who have the protected characteristic of marriage or civil partnership. The wellbeing centre review would be undertaken with individuals, regardless of whether they are married or in a civil partnership. Where appropriate, carers assessments will be offered to partners of individuals who may be undertaking caring roles. The profile of people using services and potential impacts would be considered and mitigated as part of further engagement with the voluntary sector and EIA would be updated.
Pregnancy and maternity	The project would have a neutral impact on those young adults who have the protected characteristic of pregnancy and maternity. The profile of people using services and potential impacts would be considered and mitigated as part of further engagement with the voluntary sector and EIA would be updated.
Race	The project would have a neutral impact on those young adults who have the protected characteristic of race. Access to wellbeing centres is not based upon eligibility for services provided by Adults' Health and Care and the people are not necessarily known to Adults' Health and Care. The ethnicity of people using services and potential impacts would be considered and mitigated as part of engagement and EIA would be updated.
Religion or belief	The project would have a neutral impact on people who have the protected characteristic of religion or belief. Practitioners will ensure that religion or belief is respected, and care provision is based on individual need. Access to wellbeing centres is not based upon eligibility for services provided by Adults' Health and Care and the people are not necessarily known to Adults' Health and Care. The religion or belief of people using services and potential impacts would be considered and mitigated as part of engagement and EIA would be updated.
Sexual orientation	The project would have a neutral impact on those Young Adults who have the protected characteristic of sexual orientation. Access to wellbeing centres is not based upon eligibility for services provided by Adults' Health and Care and the people are not necessarily known to Adults'

	Health and Care. The sexual orientation of people using services and potential impacts would be considered as part of engagement and EIA would be updated.
Sex	The project would have a neutral impact on those wellbeing centre service recipients who have the protected characteristic of sex. Access to wellbeing centres is not based upon eligibility for services provided by Adults' Health and Care and the people are not necessarily known to Adults' Health and Care. The sex of people using services and potential impacts would be considered as part of engagement and EIA would be updated.

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
Disability	<p>These proposals would impact upon people with mental health problems who receive wellbeing centre services and potential future users of wellbeing centre. Some choices that are currently available may cease to be available.</p> <p>It is possible that some people who would have previously accessed the service would no</p>	No	<p>Assessed Care Act eligible outcomes would still be met in line with legislation.</p> <p>Social Workers and Practitioners would discuss potential options with individuals who are eligible for services as part of the review and re-assessment process.</p>

	longer be able to as a result of this review. It is possible that some people who use wellbeing services who are eligible for social care services would have their wellbeing service offer reduced or ceased although wellbeing centre services are not dependent upon eligibility under the Care Act 2014.		The directorate would work closely with the NHS and voluntary sector to identify and mitigate any impacts. Impact would be dependent upon whether other agencies are able to review and increase their funding or provide services differently to maintain output.
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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

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-consulting²⁴.
- 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:

This EIA has been updated following peer review and has taken into account feedback received from the County Council's Making the Most of your Money budget consultation (2024-2026) as detailed above.

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:

Adults' Health and Care

Younger Adults

Name of SP25 proposal:	SP25 Proposal Reference:
Review the use of technology in residential care and supported living with a particular focus upon night support	YA-25-L Adults' Health and Care Date 01.06.2023

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Jessica Hutchinson	AHC	Assistant Director	Jessica.Hutchinson@hants.gov.uk	07557045553	02/06/2023	v0.2
2	EIA authoriser	Graham Allen	AHC	Deputy Chief Executive & Director AHC	graham.allen@hants.gov.uk	03707 795574	15/08/2023	v0.2
3	EIA Coordinator	Gloria Kwaw	AHC	Equality and Inclusion Manager	Gloria.kwaw@hants.gov.uk	0370 779 4934	14/08/2023	v0.2

Section one – information about the service and service change

Service affected	Domiciliary care, residential care, supported living, day and other services for Younger Adults – see below
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<p>Please provide a short description of the service / policy/project/project phase</p>	<p>The Younger Adults department within the Adults' Health and Care (AHC) directorate provides social care services for 7,250 people overall. This includes all people over 18 years with learning disabilities and people of working age with physical disabilities and mental health problems. Those receiving services have been assessed as eligible under the Care Act 2014. The support provided includes support work, residential care, day services, direct payments and other services. In the financial year 2023/24 Hampshire County Council planned to spend £185 million on care and support for Young Adults.</p> <p>This project would particularly focus upon increasing the use of technology to support the provision of care in residential care and supported living services with a particular focus upon night support. There are currently around 900 Young Adults living in residential care and around 1,460 people receiving supported accommodation services.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>Each person receives a support plan which is reviewed by Social Workers and social care practitioners. Support is provided with the aim of maximising a person's independence whilst ensuring their care needs are met through a Strengths Based Approach (SBA); this would apply in the same way to anyone receiving services.</p> <p>This is an extension of the current Savings Programme to 2023 (SP23) for Younger Adults which aims to deliver and maintain similar outcomes for Younger Adults where possible but through a more cost-effective method using technology to support people as an alternative to traditional care and support at night.</p> <p>It is likely that for a large percentage of those assessed the support that they receive would change or reduce. These people may have been impacted by reductions / changes to the levels of service they previously received as a result of earlier transformation or savings programmes.</p>

Engagement and consultation

The County Council's Making the Most of your Money budget consultation (2024-2026) sought residents' and stakeholders' views on strategic options for funding the Authority's budget gap. These proposals were considered as part of that consultation

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 specific consultation has been carried out on this proposal however it was referenced in the Making the Most of your Money budget consultation (2024-2026). It is an extension of the SP23 Strengths Based initiative. However, there has been ongoing general engagement with service users, families, stakeholders and providers via the Hampshire Learning Disability Partnership and the Personalisation Expert Panel.

Feedback on proposals to increase the use of technology, as part of the Making the Most of your Money budget consultation (2024-2026), indicated some concern that some people may not have access to the internet / broadband, however this proposal focuses on installing technology into residential and supported living accommodation where internet / broadband is in place.

Engagement with individual service users and carers would be carried out through individual discussions as part of their review so that their views and needs can be taken into account.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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

Marriage & civil partnership		✓				Public
Poverty		✓				Public
Rurality		✓				Public

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	
East Hampshire	
Eastleigh	
Fareham	
Gosport	

Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

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 Younger Adults department includes services for people with learning disabilities of all ages over 18 years and people with physical disabilities and mental health problems of working age. The use of technology would be explored in supported settings across the age range within Younger Adults.
Gender reassignment	The application of the technology project would have a neutral impact on those young adults with a disability who have the protected characteristic of gender reassignment. Practitioners would ensure that they treat people as individuals, irrespective of their gender.

Marriage or civil partnership	The project would have a neutral impact on young adults who have the protected characteristic of marriage or civil partnership. The exploration of the use of technology project would be undertaken with individuals, regardless of whether they are married or in a civil partnership. Where appropriate, carers assessments would be offered to partners, spouses etc of individuals who may be undertaking caring roles.
Pregnancy and maternity	The application of the technology project would have a neutral impact on those young adults who have the protected characteristic of pregnancy and maternity.
Race	The application of the use of technology project would have a neutral impact on those young adults who have the protected characteristic of race. Practitioners would ensure that where English is not the individual's first language, an interpreter is sourced for the assessment or review.
Religion or belief	The application of the use of technology project would have a neutral impact on those Young Adults who have the protected characteristic of religion or belief. Practitioners would ensure that religion or belief is respected, and care provision is based on individual need.
Sexual orientation	The application of the use of technology in supported accommodation settings project would have a neutral impact on those Young Adults who have the protected characteristic of sexual orientation.
Sex	The application of the use of technology in supported living settings project would have a neutral impact on those Young Adults who have the protected characteristic of sex.
Poverty / Rurality	Feedback on proposals to increase the use of technology, as part of the Making the Most of your Money budget consultation (2024-2026), indicated some concern that some people may not have access to the internet / broadband, however this proposal focuses on installing technology into residential and supported livings where internet / broadband is in place.

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
Disability	<p>These proposals would impact upon people with learning disabilities, physical disabilities and mental health problems living in supported accommodation and residential care. Some choices that are currently available and that are more expensive in comparison to other alternatives that meet their needs may cease to be available.</p> <p>It is likely for a large percentage of those assessed the support that they receive would change or reduce. These people are likely to have been impacted by reductions / changes to the levels of service they previously received as a result of earlier transformation programmes and may also receive other services subject to other savings proposals within Young Adults.</p>	No	<p>Assessed Care Act eligible outcomes would still be met in line with legislation.</p> <p>Social Workers and Practitioners would discuss potential options with individuals who use services as part of the review and re-assessment process.</p> <p>Social workers and practitioners would take a holistic view of the person and consider all the services they receive when assessing their needs and any changes.</p> <p>The greater use of technology would be subject to individual risk assessment and only used where alternatives are safe.</p> <p>The greater use of technology may increase the independence of, and reduce</p>

			restrictive practices in, packages of care for some young adults in residential care and supported living.
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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

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-consulting²⁵.
 - 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:

This EIA has been updated following peer review and has taken into account feedback received from the County Council's Making the Most of your Money budget consultation (2024-2026) as detailed above.

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:

Adults' Health and Care

Younger Adults

Name of SP25 proposal:	SP25 Proposal Reference:
Review the provision of transport and consider alternatives	YA-25-M Adults' Health and Care Date 01.06.2023

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Jessica Hutchinson	AHC	Assistant Director	Jessica.Hutchinson@hants.gov.uk	07557045553	02/06/2023	v0.2
2	EIA authoriser	Graham Allen	AHC	Deputy Chief Executive & Director AHC	graham.allen@hants.gov.uk	03707 795574	15/08/2023	v0.2
3	EIA Coordinator	Gloria Kwaw	AHC	Equality and Inclusion Manager	Gloria.kwaw@hants.gov.uk	0370 779 4934	14/08/2023	v0.2

Section one – information about the service and service change

Service affected	Transport services
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<p>Please provide a short description of the service / policy/project/project phase</p>	<p>The Younger Adults department within the Adults' Health and Care (AHC) directorate provides social care services for 7,250 people overall. This includes all people over 18 years with learning disabilities and people of working age with physical disabilities and mental health problems. Those receiving services have been assessed as eligible under the Care Act 2014. The support provided includes support work, residential care, day services, direct payments and other services. In the financial year 2023/24 Hampshire County Council planned to spend £185 million on care and support for Young Adults.</p> <p>This project would focus on a review of the use of transport for young adults.</p> <p>Transport is primarily used to enable people to attend day services. There are approximately 1,400 people who attend day services that are supported by the Younger Adults department.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>Options considered would be more cost-effective transport, use of personal resources, use of Direct Payments, use of public transport services or using social care services in closer proximity to the person's home address.</p> <p>Each person receives a support plan which is reviewed by Social Workers and social care practitioners. Support is provided with the aim of maximising a person's independence whilst ensuring their care needs are met through a Strengths Based Approach (SBA); this would apply in the same way to anyone receiving services.</p> <p>A strengths-based approach includes approaches such as a greater emphasis on community support (without a cost to the County Council); support to develop self-sustaining networks; time limited support to develop skills; increased use of technology.</p> <p>This is a further continuation and extension of the strengths based Savings Programme to 2023 (SP23) programme within Younger Adults, the outcomes of which would specifically look to deliver and maintain similar outcomes for Younger Adults where possible but through a more cost-effective method.</p>

It is likely that for a large percentage of those assessed the support that they receive would change. These people may have been impacted by reductions / changes to the levels of service they previously received as a result of earlier transformation programmes.

Engagement and consultation

The County Council's Making the Most of your Money budget consultation (2024-2026) sought residents' and stakeholders' views on strategic options for funding the Authority's budget gap. These proposals were considered as part of that consultation

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 specific consultation has been carried out on this proposal, however it was referenced in the Making the Most of your Money budget consultation (2024-2026).

Feedback received as part of the Making the Most of your Money consultation, indicates that where mentioned people were largely against reductions in funding for transport, however this did also cover public transport. These proposals however would focus on the use of more cost-effective transport options such as use of personal resources or use of direct payments.

There has been ongoing general engagement with service users, families, stakeholders and providers via the Hampshire Learning Disability Partnership and the Personalisation Expert Panel.

Engagement with individual service users and carers would be carried out through individual discussions as part of their review so that their views and needs can be taken into account.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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.

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Table 1 Impact Assessment [add ✓ to relevant boxes)

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

Pregnancy and maternity		✓				Public
Race		✓				Public
Religion or belief		✓				Public
Sex		✓				Public
Sexual orientation		✓				Public
Marriage & civil partnership		✓				Public
Poverty		✓				Public
Rurality		✓				Public

Table 2 Geographical impact

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

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

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 Younger Adults department includes services for people with learning disabilities of all ages over 18 years and people with physical disabilities and mental health problems of working age. People receiving a review of transport services would be across the age range within Younger Adults.
Gender reassignment	The application of the transport project would have a neutral impact on those young adults with a disability who have the protected characteristic of gender reassignment. Practitioners would ensure that they treat people as individuals, irrespective of their gender.
Marriage or civil partnership	The project would have a neutral impact on young adults who have the protected characteristic of marriage or civil partnership. The application of the transport project would be undertaken with individuals, regardless of whether they are married or in a civil partnership. Where appropriate, carers assessments will be offered to partners of individuals who may be undertaking caring roles.
Pregnancy and maternity	The application of the transport project would have a neutral impact on those young adults who have the protected characteristic of pregnancy and maternity.
Race	The application of the transport project would have a neutral impact on those young adults who have the protected characteristic of race. Practitioners would ensure that where English is not the individual's first language, an interpreter is sourced for the assessment or review.
Religion or belief	The application of the transport review project would have a neutral impact on those Young Adults who have the protected characteristic of religion or belief. Practitioners would ensure that religion or belief is respected, and care provision is based on individual need.
Sexual orientation	The application of the transport review project would have a neutral impact on those Young Adults who have the protected characteristic of sexual orientation.
Sex	The application of the transport review project would have a neutral impact on those Young Adults who have the protected characteristic of sex.

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
Disability	<p>These proposals would impact upon people with learning disabilities, physical disabilities and mental health problems receiving transport. Some choices that are currently available and that are more expensive in comparison to other alternatives that meet their needs may cease to be available.</p> <p>It is likely for a large percentage of those assessed the support that they receive would change or reduce. These people are likely to have been impacted by reductions / changes to the levels of service they previously received as a result of earlier transformation programmes and may also receive other services subject to other savings proposals within Young Adults.</p>	No	<p>Assessed Care Act eligible outcomes would still be met in line with legislation.</p> <p>Social Workers and Practitioners would discuss potential options for transport provision with individuals who use services as part of the review and re-assessment process.</p> <p>Social workers and practitioners would take a holistic view of the person and their carers needs and consider all options for transport for the services they receive when assessing their needs and any changes.</p>

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

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-consulting²⁶.
 - 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:

This EIA has been updated following peer review and has taken into account feedback received from the County Council's Making the Most of your Money budget consultation (2024-2026) as detailed above.

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:

Adults' Health and Care

Younger Adults

Name of SP25 proposal:	SP25 Proposal Reference:
Review and manage the provision of high-cost placements within Young Adults	YA-25-N Adults' Health and Care Date 01.06.2023

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Jessica Hutchinson	AHC	Assistant Director	Jessica.Hutchinson@hants.gov.uk	07557045553	02/06/2023	v0.2
2	EIA authoriser	Graham Allen	AHC	Deputy Chief Executive & Director AHC	graham.allen@hants.gov.uk	03707 795574	15/08/2023	v0.2
3	EIA Coordinator	Gloria Kwaw	AHC	Equality and Inclusion Manager	Gloria.kwaw@hants.gov.uk	0370 779 4934	14/08/2023	v0.2

Section one – information about the service and service change

Service affected	High-cost residential care and high cost supported living services
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<p>Please provide a short description of the service / policy/project/project phase</p>	<p>The Younger Adults department within the Adults' Health and Care (AHC) directorate provides social care services for 7,250 people overall. This includes all people over 18 years with learning disabilities and people of working age with physical disabilities and mental health problems. Those receiving services have been assessed as eligible under the Care Act 2014. The support provided includes support work, residential care, day services, direct payments and other services. In the financial year 2023/24 Hampshire County Council planned to spend £185 million on care and support for Young Adults.</p> <p>This project would particularly focus upon Young Adults with complex needs who live in high-cost placements. The definition of a high-cost placement is different in each care group due to differences across the different needs and risks presented. Currently there are between 60 and 70 high-cost placements costing over £1,750 per week each for people with physical disabilities, approximately 50 high-cost placements costing over £3,000 per week each for people with learning disabilities and between 40 and 50 high-cost placements costing over £1,250 per week each for people with mental health problems.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>This is an extension of the current Savings Programme to 2023 (SP23) for Younger Adults which aims to deliver and maintain similar outcomes for Younger Adults where possible but through a more cost-effective method. The review would include exploration of the potential for:</p> <ul style="list-style-type: none"> • Greater understanding of the causes of challenging behaviour enabling strategies and practices to reduce these behaviours with subsequent reductions in support needs (Least Restrictive Practice); • Application of a Strengths Based Approach maximising independence; • Exploring alternative models of care; • Exploring alternative providers; • Where someone has complex needs, exploring eligibility for NHS funding.

	<p>A strengths-based approach includes approaches such as a greater emphasis on community support (without a cost to the County Council); support to develop self-sustaining networks; time limited support to develop skills; increased use of technology.</p> <p>Each person receives a support plan which is reviewed by Social Workers and social care practitioners. Support is provided with the aim of maximising a person's independence whilst ensuring their care needs are met through a Strengths Based Approach (SBA); this would apply in the same way to anyone receiving services.</p> <p>It is likely that for a large percentage of those assessed the support that they receive would change or reduce. These people may have been impacted by reductions / changes to the levels of service they previously received as a result of earlier transformation programmes.</p>
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Engagement and consultation

The County Council's Making the Most of your Money budget consultation (2024-2026) sought residents' and stakeholders' views on strategic options for funding the Authority's budget gap. These proposals were considered as part of that consultation.

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 specific consultation has been carried out on this proposal, which is an extension of the SP23 Strengths Based programme, however it was referenced in the Making the Most of your Money budget consultation (2024-2026).

There has been ongoing general engagement with service users, families, stakeholders and providers via the Hampshire Learning Disability Partnership and the Personalisation Expert Panel.

Engagement with individual service users and carers would be carried out through individual discussions as part of their review so that their views and needs can be taken into account.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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

Disability					✓	Public
Gender reassignment		✓				Public
Pregnancy and maternity		✓				Public
Race		✓				Public
Religion or belief		✓				Public
Sex		✓				Public
Sexual orientation		✓				Public
Marriage & civil partnership		✓				Public
Poverty		✓				Public
Rurality		✓				Public

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	
East Hampshire	
Eastleigh	
Fareham	
Gosport	
Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

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 Younger Adults department includes services for people with learning disabilities of all ages over 18 years and people with physical disabilities and mental health problems of working age. High-cost placements are disproportionately weighted towards Younger Adults of transition age (18- 25 years). The approach taken would be that people would be treated as individuals irrespective of age.
Gender reassignment	The application of the review of high-cost placements project would have a neutral impact on those young adults with a disability who have the protected characteristic of gender reassignment. Practitioners will ensure that they treat people as individuals, irrespective of their gender assignment.
Marriage or civil partnership	The project will have a neutral impact on young adults who have the protected characteristic of marriage or civil partnership. The application of the high-cost placements project would be undertaken with individuals, regardless of whether they are married or in a civil partnership. Where appropriate, carers assessments would be offered to partners of individuals who may be undertaking caring roles.
Pregnancy and maternity	The application of the high-cost placement project would have a neutral impact on those young adults who have the protected characteristic of pregnancy and maternity.
Race	The application of high-cost placement project would have a neutral impact on those young adults who have the protected characteristic of race. Practitioners would ensure that where English is not the individual's first language, an interpreter is sourced for the assessment or review.
Religion or belief	The application of the high-cost placement project would have a neutral impact on those Young Adults who have the protected characteristic of religion or belief. Practitioners would ensure that religion or belief is respected, and care provision is based on individual need.
Sexual orientation	The application of the high-cost placement project would have a neutral impact on those Young Adults who have the protected characteristic of sexual orientation.

Sex	The application of the high-cost placement project would have a neutral impact on those Young Adults who have the protected characteristic of sex.
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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
Disability	<p>These proposals would impact upon people with learning disabilities, physical disabilities and mental health problems receiving services. Some choices that are currently available and that are more expensive in comparison to other alternatives that meet their needs may cease to be available.</p> <p>It is likely for a large percentage of those assessed the support that they receive would change or reduce. These people are likely to have been impacted by reductions / changes to the levels</p>	No	<p>Assessed Care Act eligible outcomes would still be met in line with legislation.</p> <p>Social Workers and Practitioners would discuss potential options with individuals who use services as part of the review and re-assessment process.</p> <p>The Least Restrictive Practice team would work with people to reduce challenging behaviours and ensure the least restrictive support is available.</p>

	<p>of service they previously received as a result of earlier transformation programmes and may also receive other services subject to other savings proposals within Young Adults.</p>		<p>Social workers and practitioners would take a holistic view of the person and consider all the services they receive when assessing their needs and any changes.</p> <p>Greater emphasis on least restrictive practice for those living in high-cost placements could increase the quality of life and reduce restrictions for some Young Adults with complex needs.</p>
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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

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-consulting²⁷.
 - 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:

This EIA has been updated following peer review and has taken into account feedback received from the County Council's Making the Most of your Money budget consultation (2024-2026).

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:

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Children’s Services Directorate
Executive Members Budget Report SP25 Appendix 2
Equality Impact Assessments

Children's Services Directorate

Name of SP25 proposal:	SP25 Proposal Reference:
Services for Young Children Budget	EIA – [CS01] Childrens Services Directorate Access, Resources & Business Development (ARBD) branch Date [2023.08.11]

EIA writer(s) and authoriser

No.		Name	Directorate	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Tracey Messer	Childrens Services (ARBD Branch)	Service Manager Childcare and Business Support	Tracey.messer@hants.gov.uk	01962 847070	11/08/23	V0.2
2	EIA authoriser	Suzanne Smith	Childrens Services (ARBD Branch)	Assistant Director	Suzanne.smith2@hants.gov.uk		11/08/23	V0.2
3	EIA Coordinator	Rebecca Prowting	Childrens Services (ARBD Branch)	Business Support Manager	Rebecca.prowting@hants.gov.uk		11/08/23	V0.2

Section one – information about the service and service change

Service affected	Services for Young Children – Childcare Development and Early Years Funding
Please provide a short description of the service / policy/project/project phase	<p>The Childcare Development Team and Contact and Engagement Team provide support to childcare providers across Hampshire, administration to support the Early Years Advisory and Inclusion Team and also administer the early years education funding for the local authority.</p> <p>Currently the majority of the service is funded by the local authority with a small proportion funded from the permissible retained amount from the Early Years Dedicated School Grant (DSG).</p>
Please explain the new/changed service/policy/project	<p>In accordance with Department for Education (DfE) guidance the proposal is to move more of the funding source from the local authority to the permissible funding of the retained element of the Early Years DSG. This change does not impact on service delivery - service levels will be maintained, there will be no changes to roles or responsibilities as a result of this funding source move. The transfer of funding source will not impact on other activities also funded by the Early Years DSG.</p>

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) 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.

Due to the nature of this proposal – moving funding source from the local authority to Early Years DSG, with no change to service delivery, roles or responsibilities, it is considered consultation is not required.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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	x
Basingstoke and Deane	
East Hampshire	
Eastleigh	
Fareham	
Gosport	

Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

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	Due to the nature of the proposed change - movement of the funding source from the local authority budget to dedicated Early Years DSG with no change to any posts, roles and responsibilities or service delivery for Services for Young Children activity or other activities funded through the Early Years DSG therefore the impact on the protected and other characteristics has been assessed as neutral for both staff and the public.

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 above to identify geographical area(s)	Short explanation of mitigating actions

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

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 Early Years Education Funding guidance [Early years entitlements: local authority funding operational guide 2023 to 2024 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/early-years-entitlements-local-authority-funding-operational-guide-2023-to-2024) requires Local authorities to pass-through at least 95% of their 3 and 4-year-old funding from the government to early years providers. The remaining 5% of expenditure could include the following:

- centrally retained funding (for central services or services in-kind, including special educational needs and disability (SEND) services)
- transfer of any funding to 2-year-olds
- any extra hours that local authorities choose to fund in addition to the government's entitlement hours for 3 and 4-year-olds
- any funding movement out of the early years block

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:

With the change in funding source to support the Childcare Development Team and Contact and Engagement Team from the local authority budget to the Early Years DSG and no change to service delivery, roles or responsibilities, it is essentially a continuation of business as usual, it is considered a full EIA is not required.

Children's Services Directorate

Name of SP25 proposal:	SP25 Proposal Reference:
Tender of The Aviary Nursery	EIA – [CS02] Children's Services Directorate (CSD) Date [2023.06.30]

EIA writer(s) and authoriser

No.		Name	Directorate	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Emma Steele	Services for Young Children (SfYC)	Head of Quality and Improvement	Emma.steele2@hants.gov.uk		30.06.23	V0.1
2	EIA authoriser	Natalie Smith	Children's Services (Education & Inclusion Branch)	Assistant Director	Natalie.smith2@hants.gov.uk		30.06.23	V0.1
3	EIA Coordinator	Rebecca Prowting	Children's Services (ARBD Branch)	Business Support Manager	Rebecca.prowting@hants.gov.uk		30.06.23	V0.1

Section one – information about the service and service change

Service affected	The Aviary Nursery – Services for Young Children
Please provide a short description of the service / policy/project/project phase	The Aviary Nursery in Blackbird Road, Eastleigh provides early years education for two, three and four year olds and fee paying hours for children who are younger or taking up additional hours. The Aviary Nursery has an 'Outstanding' Ofsted judgement - April 2022.

	<p>The nursery also provides the Special Educational Needs and Disabilities (SEND) Hub for the Eastleigh area.</p> <p>Aviary Nursery is currently owned and managed by Hampshire County Council (HCC) within an HCC school premises. Aviary Nursery is the last remaining HCC owned and managed nursery. Consideration therefore needs to be given to the future management of this one remaining HCC operated nursery.</p> <p>HCC management of its three original nurseries was a temporary arrangement put into place when the Children's Centre service was outsourced in 2012. The other two - Trospacc and Park Nurseries are no longer under HCC control. Trospacc nursery was released in 2015 under independent management and Park Nursery was shut in October 2017 due to a long and sustained period of poor provision as judged by Ofsted. The Local Authority currently contribute from Local Authority funds in order to support the employment of a Qualified Teacher. HCC now needs to consider releasing the Aviary for independent management so that it is not the only maintained nursery in Hampshire.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>This proposal sees HCC consider releasing the Aviary for independent management so that the Local Authority fully complies with the Childcare Act (2009). It is proposed the Aviary Nursery is outsourced for tender to enable it to be run by an independent provider. It is anticipated the service provision the nursery offers will continue, including the SEND Hub which will form part of the tender. It is anticipated all staff will TUPE to a new independent provider. The tender process will be overseen by an Early Years' board and if any procurement challenges arise, the board review contingencies and will be ready to discuss alternatives or solutions. Due to the outstanding Ofsted judgement, it is thought unlikely that this situation will occur.</p>

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) 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.

The proposal is only in the initial stages though early conversations with procurement, HR, sufficiency and business team have started. Should the tender for the nursery to become independent be taken forward appropriate, timely consultations with staff will be undertaken in line with HR policies and procedures.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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	
Basingstoke and Deane	

East Hampshire	
Eastleigh	x
Fareham	
Gosport	
Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

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	It is anticipated that the SEN HUB will be included in the tender. The new model and tender is anticipated to provide 'business as usual' for the staff, children and the local area therefore the

	impacts on protected and other characteristics have been assessed as neutral for both staff and the public.
--	---

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 above to identify geographical area(s)	Short explanation of mitigating actions

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

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:

This information may change depending on the proposed tender and the expectations of the new provider. As the proposal develops this EIA will be reviewed and updated as necessary and continue to consider the impacts of the proposed changes on both the public and staff for protected and other characteristics groups.

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:

Children’s Services Directorate

Name of SP25 proposal:	SP25 Proposal Reference:
Funding of Education & Inclusion Work Force Development (WFD) Post	<i>EIA – [CS03]</i> Directorate Childrens Services (CSD) Education & Inclusion (E&I) branch Date [2023.07.23]

EIA writer(s) and authoriser

No.		Name	Directorate	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Natalie Smith	Children's Services (Education & Inclusion)	Assistant Director Education & Inclusion	Natalie.smith2@hants.gov.uk	07899885397	23/07/23	V0.2
2	EIA authoriser	Stuart Ashley	Children's Services	Director of Children's Services	Stuart.ashley@hants.gov.uk		23/07/23	V0.2
3	EIA Coordinator	Rebecca Prowting	Children's Services (ARBD Branch)	Business Support Manager	Rebecca.prowting@hants.gov.uk		23.07.23	V.02

Section one – information about the service and service change

Service affected	Services for Young Children
Please provide a short description of the service / policy/project/project phase	The Education and Inclusion childcare workforce development post is responsible for developing training packages and development opportunities for those people engaged in childcare across Hampshire. This post is currently funded using local authority funds.
Please explain the new/changed service/policy/project	The savings proposal is to move the funding source for the Education and Inclusion childcare workforce development post from local authority funds to the Dedicated Schools Grant. The post will continue delivering the same role and responsibilities of developing training packages and development opportunities for those people engaged in childcare across the County. There will be no change to service delivery for this workforce development post or other activities funded by the dedicated school grant.

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) 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.

Due to the nature of the proposed change - movement of the funding source from the local authority budget to dedicated schools grant, with no impact on the post, roles and responsibilities or service delivery for this proposal or other activities funded by the dedicated school grant it is felt no consultation is required.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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	No
Basingstoke and Deane	

East Hampshire	
Eastleigh	
Fareham	
Gosport	
Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

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	Due to the nature of the proposed change - movement of the funding source from the local authority budget to dedicated schools grant with no change on the post, roles and

responsibilities or service delivery the impact on the protected and other characteristics has been assessed as neutral for both staff and the public.
--

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 above to identify geographical area(s)	Short explanation of mitigating actions

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

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:

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 the proposal is to the change in funding source to support the Education and Inclusion childcare workforce development post, with no change to service delivery, roles and responsibilities - it will be a continuation of business as usual, it is felt that a full EIA is not required.

Children's Services Directorate

Name of SP25 proposal:	SP25 Proposal Reference:
Family Help	<i>EIA – [CS04]</i> Children's Services Directorate (CSD) Date: 26 June 2023

EIA writer(s) and authoriser

No.	Name	Directorate	Position	Email address	Phone number	Date	Issue
<hr/>							

1	Report Writer(s)	Owain Hale-Heighway	Children's Services	CSD Senior Consultant	Owain.Hale-Heighway@hants.gov.uk	03707 794481	27/06/2023	V0.1
2	EIA authoriser	Steph How	Children's Services	CSD Deputy Director	Stehanie.how@hants.gov.uk		27/06/2023	V0.1
3	EIA Coordinator	Rebecca Prowting	Children's Services	Business Support Manager	Rebecca.prowting@hants.gov.uk		27/06/2023	V0.1

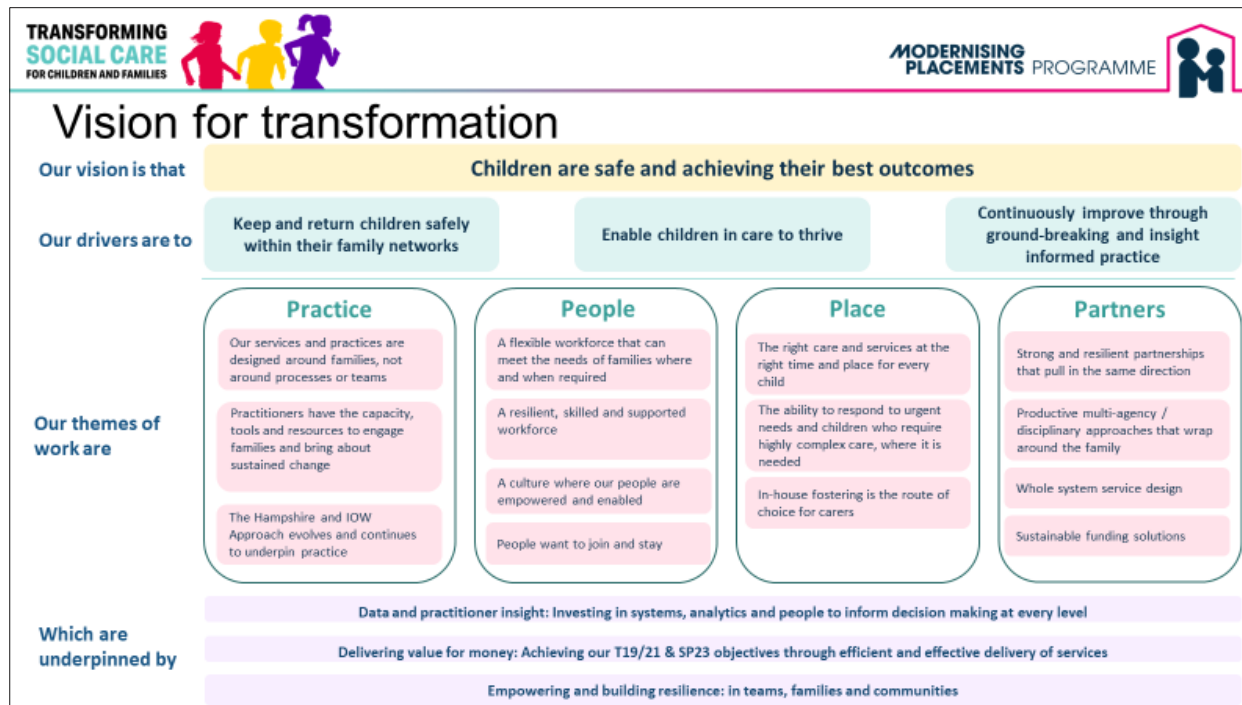
Section one – information about the service and service change

Service affected	Children's Social Care
Please provide a short description of the service / policy/project/project phase	<p>Social care services for children and young people in Hampshire are currently delivered through two key services:</p> <p>The Family Support Service (FSS) provides targeted early help support and interventions to families primarily at level 3 i.e. below the threshold for statutory services. FSS work in close partnership with other organisations, partners and community resources to offer extra support to families who need it.</p> <p>Children's Assessment and Safeguarding Teams (CAST) become involved when children and families are assessed as meeting the threshold for statutory services as either a child in need or a child at risk of significant harm. Currently, to achieve the best outcomes for children, both FSS and CAST work through a Family Plan developed with the family and any other professionals the family may work with or need support from. The Plan identifies goals, interventions required and specific outcomes to be achieved.</p>
Please explain the new/changed service/policy/project	<p>Driven by the publication of the Independent Review of Children's Social Care and the associated government response (https://www.gov.uk/government/publications/independent-review-of-childrens-social-care-final-report), HCC's Social Care is undertaking a significant transformation project to create a new Family Help service which combines targeted early help and children in need. Given the scale of the project a phased approach is being adopted:</p> <ul style="list-style-type: none"> • Phase 1.1 – The creation and recruitment to a new differently qualified role, that of a Family Practitioner who can bring a wider range of skills and experience to work across both 'early help'

and 'in need', thereby giving children and families greater consistency of support. The role would also have case holding responsibility for children in need in specific circumstances.

- Phase 1.2 – Bringing together the staff and functions of the Family Support Service and the Children’s Assessment and Safeguarding Teams to create new Family Help Teams which would operate within local communities. The detail as to how this will be done is still being worked through and this scoping would involve engagement with staff and families as and when appropriate.

Family Help is aligned to the Transforming Social Care (TSC) vision as set out below:



The vision for these projects is that they: improve efficiency and effectiveness within our **practices** – how we keep children safe, **place** – where and when we deliver services, **people** – the staffing required to deliver high quality services and

partnerships – the organisations and institutions that we work with to ensure children are achieving their best outcomes.

The projects in this service undertaken to deliver SP25 will be working towards achieving this vision for the children and young people of Hampshire.

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) 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, with both Hampshire residents and with HCC staff.

For Hampshire residents the proposed changes were outlined in the 2024 – 2026 Budget Consultation. The Family Help model would bring together to the Family Support Service (FSS) and Children's Assessment and Safeguarding Teams (CAST), and potentially relevant local organisations, offering extra support to families who need it. These changes are driven by the publication of the Independent Review of Children's Social Care and the associated government response, Hampshire Social Care is undertaking a significant transformation project to create a new Family Help service.

We have engaged staff across the service in informal consultation and workshops regarding the planning and design of the new service. There is a project development team who meet regularly with representatives from across operational services supported by Transforming Social Care programme. We have kept staff involved and informed of all updates through all staff meetings and staff communications and have also updated Members and other branches of the proposed changes.

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.

In addition to seeking feedback from members of the public through the Hampshire County Council 2024 – 2026 Budget Consultation a formal staff consultation was launched on 19th June with a closing date of the 14th July 2023.

During the staff consultation period a number of drop-in sessions were held to provide the opportunity for staff to ask questions, seek clarifications and voice their views and thoughts on the proposed changes.

Going forward we will further engage with families during the planning and transition process to seek their views regarding the service, this will be through a variety of visits, case planning activity and meetings.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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

Gender reassignment		✓				Both
Pregnancy and maternity		✓				Both
Race		✓				Both
Religion or belief		✓				Both
Sex		✓				Both
Sexual orientation		✓				Both
Marriage & civil partnership		✓				Both
Poverty	✓ Public	✓ Staff				Both
Rurality	✓ Public	✓ Staff				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
Basingstoke and Deane	
East Hampshire	

Eastleigh	
Fareham	
Gosport	
Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

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
Gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual	All have been assessed as neutral as the proposals are not envisaged, at this time, to have any significant impact upon a specific characteristic. Individuals may be affected by the

orientation, marriage and civil partnership	<p>proposals, but there is no reason, without further data analysis, to believe that those with protected characteristics would be more impacted than others.</p> <p>Any staff on maternity or paternity leave who may be affected by the proposed changes would be communicated with and would be given the ability to engage in any relevant review of roles.</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 above to identify geographical area(s)	Short explanation of mitigating actions

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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
Age, disability,	Age - Through working with partners to manage demand and provide more targeted help to vulnerable children, it is expect

poverty rurality (Public)	<p>ed that fewer children (especially teenagers) will need to come into the care of the local authority and a greater number will be supported to return to their family network.</p> <p>Disability - Shaping service delivery based on the feedback gained from parents and families to only tell their story once and to provide more integrated services across professions. Providing targeted support earlier to build resilience and enable children with disabilities to remain living within their families wherever possible.</p> <p>Poverty- The work is targeted on meeting the needs of some of the most deprived communities in Hampshire and has been specifically focused on areas of multiple deprivation. On this basis it is anticipated that these changes will have a positive impact for Hampshire residents who are living in, or at risk from poverty.</p> <p>Rurality – As we are seeking to provide a more community-based family help service, we anticipate that families who live in rural areas will have greater ease accessing a wider variety of spaces for the delivery of services than one central district office.</p>
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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:

Hampshire County Council continue to deliver the following social care transformation:

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

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:

Children's Services Directorate

Name of SP25 proposal:	SP25 Proposal Reference:
Children's Social Care	EIA – [CS05] SP 25 TSC Phase 3 (CS05) Children's Services Date 21 June 2023

EIA writer(s) and authoriser

No.		Name	Directorate	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Owain Hale-Heighway	Children's Services	Senior Consultant	Owain.Hale-Heighway@hants.gov.uk	03707 794481	27/06/2023	V0.1
2	EIA authoriser	Steph How	Children's Services	Deputy Director	Stephanie.how@hants.gov.uk		27/06/2023	V0.1
3	EIA Coordinator	Rebecca Prowting	Children's Services	Business Support Manager	Rebecca.prowting@hants.gov.uk		27/06/2023	V0.1

Section one – information about the service and service change

Service affected	Children's Social Care
Please provide a short description of the service / policy/project/project phase	<p>Transforming Social Care (TSC) has been a transformational change programme in Childrens and Families since 2016. The programme has delivered a range of strategic and enabling projects whilst simultaneously providing the vehicle to deliver savings. All work has been centred on improving outcomes for children and families, through a combination of efficiencies and/or practice and service improvements.</p> <p>The established vision of TSC (please see image below) is to keep and return children safely within their family networks, that the work we do will enable children to thrive, and that as a service we will seek to continuously improve through ground-breaking and insight informed practice. This vision will continue into Phase 3 of the programme.</p>

The cohorts supported by TSC are children and families known/open to social care

Within TSC Phase 3 will seek to:

Improve efficiency and effectiveness within our **practices** – how we keep children safe,

place – where and when we deliver services,

people – the staffing required to deliver high quality services and

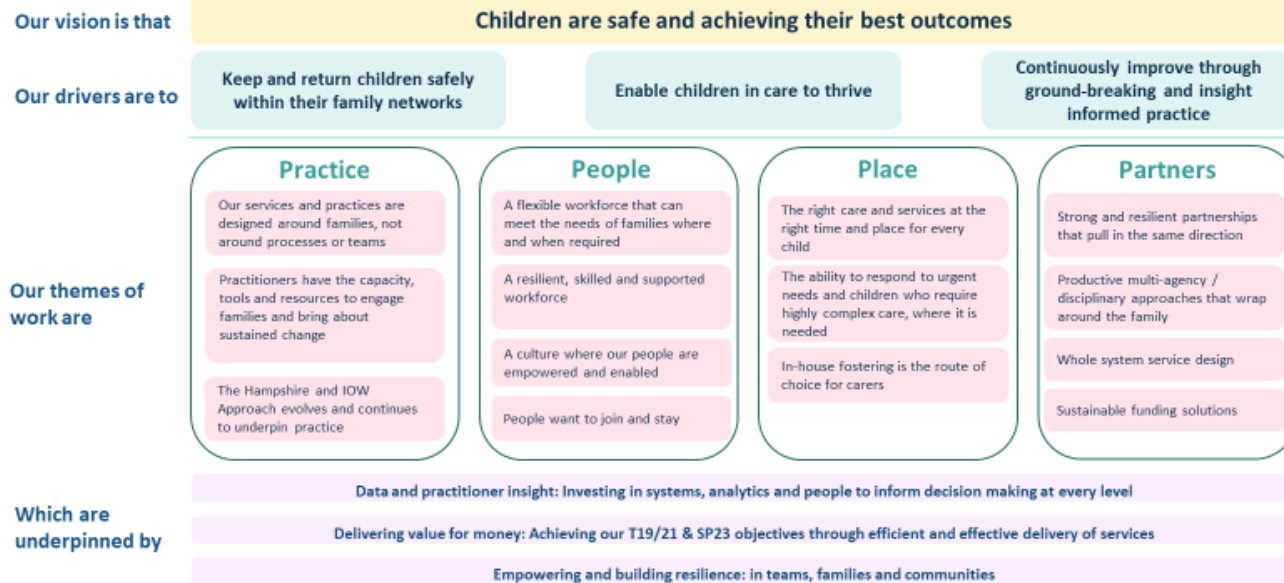
partnerships – the organisations and institutions that we work with to ensure children are achieving their best outcomes.

The TSC vision for transformation is that *“children are safe and achieving their best outcomes”*.

The key drivers that support this vision are to:

- Keep and return children safely within their family networks
- Enable children in care to thrive
- Continuously improve through ground-breaking and insight informed practice

Vision for transformation



All projects taken forward as part of TSC Phase 3 to deliver SP25 will be based on working towards achieving this vision for the children and young people of Hampshire.

Please explain the new/changed service/policy/project

Phase 3 of TSC continues and builds upon the work that has been delivered over the last 6 years. The programme will develop and expand on several existing workstreams and will also take forward new projects to increase efficiency and effectiveness. Projects to be taken forward will include (but is not limited to);

- work with Children with Disabilities, which may cover support for personal budget planning, and the use of technology enabled care.
- a review of payments to Special Guardianship Orders (SGOs), SGOs are usually someone with a close relationship to the child, such as a family member, former foster carer or family friend. Children who remain with family members through SGOs are more likely to have better mental health and behavioural outcomes as a result of the stability of their placements. The review is to be undertaken to ensure that payments

made to SGOs are at an appropriate level, and to encourage more carers to come forward as potential future SGOs.

- development of the Family Connections Service, work which includes developing appropriate support package and payments to ensure that more children are able to live safely out of care.
- a review of the service and role of our Intensive Workers (IWs). IWs deliver interventions to targeted, priority cohort, families with the aim of keeping more children safely at home through prevention and reunification.

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) 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?

Within the Childrens Services Directorate there is limited awareness of the project workstreams that are to be taken forward in this phase of work. In many instances the proposed workstreams have been identified by Children and Families (C&F) Branch managers and staff. To date there has been no formal engaged activity with staff across the service.

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.

Any workstream that is taken forward as part of TSC Phase 3 which will result in a change to the service or provision offered to children and their families or leads to changes in staff role profiles will be subject to appropriate consultation activities and will follow the advice and guidance of our HR Business Partner.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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

Marriage & civil partnership		✓				Both
Poverty	✓ (Public)	✓ (staff)				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
Basingstoke and Deane	
East Hampshire	
Eastleigh	
Fareham	
Gosport	
Hart	
Havant	
New Forest	
Rushmoor	

Test Valley	
Winchester	

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
Gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership, poverty and rurality	All have been assessed as neutral as the proposals are not expected, at this time, to have any significant impact upon a specific characteristic for staff and the public. Individuals may be affected by the proposals, but there is no reason, without further data analysis, to believe that those with protected characteristics would be more impacted than others.

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 above to identify geographical area(s)	Short explanation of mitigating actions

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
Age, disability and poverty (Public)	<p>Age – TSC Phase 3 projects will be specifically focussed on supporting the needs of vulnerable children and their families. The overarching aim is to ensure that more children are kept safely at home, with their families. An anticipated consequence of this work is that fewer children will be taken into the care of the Local Authority, or following a care episode will be successfully reunified with their families.</p> <p>Disability – Within TSC phase 3 there will be a specific focus on supporting the needs of children with disabilities. This work will look to ensure that children with disabilities are in receipt of care that is effective and efficient and is appropriate to their individual needs. The provision of better targeted resource will support children and their families to build resilience.</p> <p>Poverty- The work is targeted on meeting the needs of some of the most deprived communities in Hampshire. On this basis it is anticipated that these changes will have a positive impact for Hampshire residents who are living in, or at risk from poverty.</p>

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:

Hampshire County Council continue to deliver the following social care transformation:

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

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:

Children's Services Directorate

Name of SP25 proposal:	SP25 Proposal Reference:
Joint Commissioning and Brokerage	EIA – [CS06] Directorate Children's Services Date [2023.07.18]

EIA writer(s) and authoriser

No.		Name	Directorate	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Hayley Maspero	Children's Services	Head of Strategic Development	Hayley.maspero@hants.gov.uk	0370 779 6554	28.06.23	V0.1
2	EIA authoriser	Suzanne Smith	CSD, Access, Resources and Business Development	Assistant Director	suzanne.smith2@hants.gov.uk		18.07.23	V0.2
3	EIA Coordinator	Rebecca Prowting	Children's Services (ARBD branch)	Business Support Manager	Rebecca.prowting@hants.gov.uk		18.07.23	V0.2

Section one – information about the service and service change

Service affected	Commissioning and Brokerage
Please provide a short description of the service / policy/project/project phase	<p>Proposed development of an integrated commissioning and brokerage function for children jointly funded by health and children's services. We anticipate the function would be delivered through additional Health resource which would complement existing resource in Children's Services.</p> <p>There is a growing cohort of children with complex challenging behaviour needs who are jointly funded by Health and Social Care, currently there are 17 children who fit these criteria out of a total joint funded cohort of 78. Residential placements and care packages are commissioned for those children and young people aged 0-18 who require it and meet criteria. At present the majority of these children's packages of care are commissioned by Children's Services and therefore, the residential placements or care support are driven by social care needs and gaining clinical oversight and an understanding of the shared risks with Health is difficult to obtain.</p> <p>The commissioning activity currently undertaken by Children's Services Procurement, Commissioning and Placements Service (PCP) and Placements Commissioning Team (PCT) on behalf of Health and Social Care is currently carried out at no additional charge</p>

	to Health. Another impact of having some placements commissioned by Children's Services and some from Health is that there is no joined up voice to the market effectively describing our shared needs and supporting them to fulfil this.
Please explain the new/changed service/policy/project	<p>Children's services currently lead on the commissioning for the majority of joint funded placements and this proposal sees the creation of an integrated team which would bring clinical expertise and funding to the team and improve the engagement with the market from a single voice.</p> <p>The proposal is also likely to enable efficiency benefits from centralising resource, improve the quality of placing children and have a greater impact on shaping the market, gaining better value for money to meet our needs.</p>

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) 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.

Teams that are currently carrying out the tasks in behalf of the Integrated Care Board (ICB) and the Council will be engaged in the development of the new joint ways of working. HR advice will be sought regarding any staff consultation that may be required as part of this proposal.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age	✓ public	✓ staff				Both
Disability	✓ public	✓ staff				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
Basingstoke and Deane	
East Hampshire	
Eastleigh	
Fareham	
Gosport	
Hart	
Havant	
New Forest	
Rushmoor	

Test Valley	
Winchester	

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 (staff)	The proposal to integrate the social care and health commissioning teams will not see any change to current grades or FTE for staff teams and therefore the impacts on all protected and other characteristics have been assessed as neutral for staff. It is assumed, at this stage, that there will be no changes to current locations of staff.
Gender reassignment, Pregnancy and maternity, Race Religion or belief, Sex, Sexual orientation, Marriage & civil partnership, Poverty, Rurality	Currently the cohort includes children and young people aged between 8 -17 years of which 61% are identified as male and 39% are identified as female. The support is based on the child's needs and provided regardless of a protected or other characteristic. It is anticipated that the integration of the social care and health teams will provide opportunities for new services to be developed for children and outcomes will be achieved quicker. There may be positive benefits for those children and young people in receipt of support though as there is no current identified impacts specific to gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage & civil partnership, poverty and rurality protected characteristics the impact has been assessed as neutral for the public.

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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	Is there a Geographical impact? If so, please explain - use list above to	Short explanation of mitigating actions
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	medium or high negative impact	identify geographical area(s)	

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
Age and Disability (Public)	<p>Currently the cohort includes children and young people aged between 8 -17 years of which 61% have identified as male and 39% identified as female. The support is based on the child's needs and provided regardless of a protected or other characteristic though there is recognition that the cohort of children that will benefit from the joint commissioning and brokerage team will have an identified health need which is being met through the care package.</p> <p>It is anticipated that the integration of the social care and health teams will provide opportunities for new services to be developed for children and outcomes will be achieved quicker. Considering the cohort of children and their needs impacts on age and disability protected characteristic groups have been assessed as positive.</p>

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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:

The children and young people’s continuing care national framework is used [Children and young people’s continuing care national framework - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/frameworks/children-and-young-people/children-and-young-people-s-continuing-care-national-framework)
 This EIA will be reviewed and updated as appropriate as the proposal develops.

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:

Children’s Services Directorate

Name of SP25 proposal:	SP25 Proposal Reference:
C11 Transformation Project Brief CS11 – Sold Services to Schools	<i>EIA – [CS07]</i> Directorate Date [2023.06.29]

EIA writer(s) and authoriser

No.		Name	Directorate	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Shaun Riches	Children’s Services (Education &	Head of Hampshire Music Service	Shaun.riches@hants.gov.uk	023 8065 2037	29/06/23	V0.1

			Inclusion Branch)					
2	EIA authoriser	Natalie Smith	Children's Services (Education & Inclusion Branch)	Assistant Director (Education & Inclusion)	Natalie.smith2@hants.gov.uk		29/06/23	V0.1
3	EIA Coordinator	Rebecca Prowting	Children's Services (ARBD Branch)	Business Support Manager	Rebecca.prowting@hants.gov.uk		29/06/23	V0.1

Section one – information about the service and service change

Service affected	Hampshire Music Service
Please provide a short description of the service / policy/project/project phase	<p>Hampshire Music Service (HMS) is the lead organisation for Hampshire Music Education and works in partnership with schools, arts organisations (national, regional and local), community organisations and practitioners to deliver high quality music provision across the whole of Hampshire.</p> <p>HMS provides curriculum support for schools, curriculum teaching, whole class ensemble teaching, instrumental and vocal teaching through a specialised workforce of teachers. Providing professional development for the workforce in and out of school.</p> <p>The Service has over 60 different area and county ensembles across Hampshire providing clear progression routes for children and young people learning instruments. In addition, HMS deliver music provision across alternative provision settings, including the four secure homes. Working in partnership with Future You, Hampshire Aspires and libraries to support children and young people with developing confidence, self-esteem and anxiety.</p> <p>HMS is also the lead organisation for 'hub' activity providing cross arts provision for areas of cultural priority including Rushmoor, Gosport and the New forest.</p> <p>As the music service is largely a 'sold' service, charging a fee for the majority of it's provision, over time the service has accumulated unallocated financial reserves.</p>

Please explain the new/changed service/policy/project

The proposal is to use the unallocated reserves that have been accumulated by the HMS to contribute to the savings required for SP25. The use of these reserves to support savings will not change HMS service delivery – the offer will continue to be provided and there are no proposed changes to staff roles or responsibilities.

Engagement and consultation

N

The County Council's *Making the Most of your money budget* consultation (2024-2026) 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.

Due to the nature of the proposed change – use of HMS's accumulated reserves to support the savings programme, with no change to service provision or staff roles and responsibilities it is felt no consultation is required.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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	No
Basingstoke and Deane	
East Hampshire	
Eastleigh	
Fareham	
Gosport	
Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

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	Due to the nature of the proposed change – use of unallocated reserves accumulated by the HMS to support the savings programme, with no change proposed to posts, roles and responsibilities of staff or on the service provision, the impact on the protected and other characteristics has been assessed as neutral for both staff and the public.

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 above to identify geographical area(s)	Short explanation of mitigating actions

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

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:

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:

With the use of HMS's accumulated reserves to support the savings programme and no changes proposed to service delivery, roles and responsibilities, it will be a continuation of business as usual, it is felt that a full EIA is not required.

Children's Services Directorate

Name of SP25 proposal:	SP25 Proposal Reference:
Regional UASC Brokerage service	EIA – CS08 Children's Services Directorate (CSD) Access, Resources & Business Development (ARBD) branch Date 2023.06.30 – V.01, 2023 07 26 – V.02

EIA writer(s) and authoriser

No.		Name	Directorate	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Martin Tuck	Children's Services	Regional Development Manager, UASC SE Region	Martin.tuck@hants.gov.uk	03707 793651	26.07.23	V.02
2	EIA authoriser	Suzanne Smith	Children's Services	Assistant Director, ARBD	Suzanne.smith@hants.gov.uk		26.07.23	V.02

3	EIA Coordinator	Rebecca Prowting	Children's Services (ARBD Branch)	Business Support Manager	Rebecca.prowting@hants.gov.uk		26.07.23	V.02
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Section one – information about the service and service change

Service affected	Placements Commissioning Team (PCT), Sufficiency Service
Please provide a short description of the service / policy/project/project phase	<p>All Local Authorities have a statutory duty to provide or procure placements for Children Looked after (Children in Care) which is explicit in the Children Act (1989)⁸. There is a duty of 'sufficiency' that requires Local Authorities and Children's Trust partners to ensure that, through direct provision or commissioned services, a range of placements, sufficient to meet the needs of all children in care, are available locally or that there is a plan in place to move towards that position.</p> <p>Every Local Authority has a duty to place Unaccompanied Asylum Seeking Children (UASC) arriving in their area, including taking a percentage through the National Transfer Scheme. The National Transfer Scheme (NTS) was established to enable the safe transfer of unaccompanied children (UASC) in the UK, from one Local Authority to another. To meet the overall best interests of UASC, a fairer distribution of children, across the UK, helps all Local Authorities meet their statutory duties. This distribution of children means that port authorities (in particular Kent and Portsmouth) are not responsible for a disproportionate number of UASC.</p> <p>The Placement Commissioning Team currently source placements for UASCs arriving in Hampshire, and other Local Authorities (LAs) in the South-East do the same in their areas. This relates to providing UASC (under the age of 18) with accommodation, and depending on their age and needs, may also relate to a level of support within that placement as well.</p>

⁸ [Children Act 1989 \(legislation.gov.uk\)](http://legislation.gov.uk)

	<p>Placements can be with foster carers, residential children’s homes, or a range of accommodation options that are available to children aged 16 or 17, these latter options are referred to as post-16 supported accommodation.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>The regional UASC brokerage service is a new service that will support Local Authorities (LAs) to identify suitable placements to care for and support unaccompanied asylum-seeking children (UASC) and will also support LA’s to meet their sufficiency requirements as set out by the government more efficiently.</p> <p>Individual Local Authorities have a limited impact on the placement market, resulting in many UASC being placed in out-of-county placements, reducing their ability to access services and support, and negatively impacting their access to accommodation when they leave the care system and attempt to gain independence.</p> <p>A brokerage service with a high number of participatory Local Authorities has the potential to significantly influence the placement market to increase the number of available placements in the region, allowing UASC to access local services and care-leaver accommodation.</p>

Engagement and consultation

The County Council’s *Making the Most of your money budget* consultation (2024-2026) 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 - Informal engagement with the provider market.

Responses to the County Council’s *Making the Most of your money budget* consultation (2024-2026) has indicated that Hampshire residents support ‘generating additional income’ (ranking second of eight options) and ‘selling services to other organisations’ was the third most popular response within residents’ suggestions for generating additional income.

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.

Soft testing of providers by the Regional Development Project has taken place and indicated market interest. Soft market testing of Local Authority appetite for the service is being gauged over the summer and could be followed up with 1-2 targeted engagement and promotional events later this year if the soft testing proves positive.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age	✓					Public (service users)
Disability	✓					Public (service users)
Gender reassignment	✓					Public (service users)
Pregnancy and maternity	✓					Public (service users)

Race	✓					Public (service users)
Religion or belief	✓					Public (service users)
Sex	✓					Public (service users)
Sexual orientation	✓					Public (service users)
Marriage & civil partnership	✓					Public (service users)
Poverty	✓					Public (service users)
Rurality	✓					Public (service users)

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	
East Hampshire	
Eastleigh	
Fareham	

Gosport	
Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

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

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	Is there a Geographical impact? If so, please	Short explanation of mitigating actions

	medium or high negative impact	explain - use list above to identify geographical area(s)	

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
All	<p>UASC may fall into one or more protected characteristics. There will be many occasions of intersectionality creating disproportionate positive impacts. For example, all UASC will fall under the <i>Race</i> and <i>Age</i> characteristics but are highly likely to also fall under the <i>Religion or Belief</i> characteristic. An additional disproportionate positive impact exists due to 95% of UASC being male.</p> <p>The requirement to find a suitable placement that supported the child's identified needs means that support and services appropriate to any or all protected characteristics could be identified and implemented, and given the market impact the service is intended to have, providers should respond positively to requirements to provide support related to any protected characteristics in order to maximise their opportunity to provide placements (which generate income for them from the LA).</p>
Age	<p>The beneficiaries of this service will be unaccompanied asylum-seeking children (UASC), usually aged between 12 and 17. The number of individuals who would benefit is difficult to predict due to factors such as changes to government policy, but current UASC figures across the south east are around 720 per annum. As the service will cater wholly for individuals aged under 18, it will positively impact children.</p>

Disability	A brokerage service with a high number of participatory local authorities has the potential to significantly influence the placement market to increase the number of available placements in the region, allowing UASC to access local services and care-leaver accommodation. The number of disabled UASC is unknown but expected to be low. In rare instances when disabled children are referred, the service's increased access to providers will help to secure placements to meet their needs.
Gender reassignment	The number of UASC experiencing gender reassignment is unknown but expected to be negligible. The service's increased access to providers and influence on the market would support UASC who are in this protected characteristic.
Pregnancy & maternity	In 2022, 4.9% of all UASC were female. The number of those who were parents or pregnant is unknown but expected to be negligible. The service's increased access to providers and influence on the market would support UASC who are in this protected characteristic.
Race	UASC arrive from a variety of countries including (but not limited to) Iran, Iraq, Sudan, Eritrea, Afghanistan, Albania, Vietnam, Syria, Egypt, Turkey and Samaria. The number of individuals who would benefit is difficult to predict due to factors such as changes to government policy, but current UASC figures across the south-east are around 720 per annum. The service's increased access to providers and influence on the market would support UASC who are in this protected characteristic.
Religion or belief	(UASC) of various faiths, predominantly Muslims but also including Sunni Muslims, Buddhists, Christians, and Orthodox Christians. The service's increased access to providers and influence on the market would support UASC who are in this protected characteristic.
Sex	Male UASC make up 95% of all UASC across the UK. As such, the majority of placements commissioned will be for males. The service will also seek to generate capacity for the small percentage of female UASC. The service's increased access to providers and influence on the market would support UASC who are in this protected characteristic.
Sexual orientation	Once in placement, assessments will help to identify individuals who require support around their sexual orientation. Such support services are usually rare or non-existent in the UASC countries of origin. The service's increased access to providers and influence on the market would support UASC who are in this protected characteristic. Opportunities to access support will be provided to service users via their social workers or care-givers.
Marriage & civil partnership	Information of the number of UASC who are married or in civil partnerships at the time of their arrival is unavailable, however, due to their ages this number is expected to be negligible. The service would support UASC who are in this protected characteristic. 5% of UASC who arrive in the UK are female. Some of these individuals may have fled forced or arranged marriages. The service's increased access to providers and influence on the market would support UASC who are in this protected characteristic.

Poverty	Many UASC arrive in the UK seeking a better quality of life. A service that secures suitable placements will ensure UASC do not experience the effects of poverty during their time in care. Being in care will allow opportunities such as access to education, helping to reduce the risk of falling into poverty in adulthood.
Rurality	Placement providers for looked-after children are required to ensure access to essential services, including the means to travel to and from such services, however this may be challenging if placements are in remote locations. The service's increased access to providers and influence on the market would contribute towards supporting UASC who are in this protected characteristic.

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:

Individual Local Authorities have a limited impact on the placement market, resulting in many UASC being placed in out-of-county placements, reducing their ability to access services and support, and negatively impacting their access to accommodation when they leave the care system and attempt to gain independence. A brokerage service with a high number of participatory Local Authorities has the potential to significantly influence the placement market to increase the number of available placements in the region, allowing UASC to access local services and care-leaver accommodation.

Due to the nature of this proposal this EIA principally focusses on the impacts to the public as there are no changes to staff terms and conditions or working arrangements proposed as part of this regionalised brokerage, therefore the impact on staff has been assessed as neutral throughout.

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:

No negative impacts have been identified and the service is intended to deliver appropriate placements to UASC which would include any necessary support that related to any protected characteristics specific to the child. The scale of the service should influence the market to better respond to UASC needs, including any protected characteristics. Given the positive implications of setting up a regional USAC brokerage service, a full EIA is not deemed necessary.

Children's Services Directorate

Name of SP25 proposal:	SP25 Proposal Reference:
Library Service: Asset Review	EIA – [CS09] Children's Services Directorate (CSD) Date [2023.06.30]

EIA writer(s) and authoriser

No.		Name	Directorate	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Sarah Keeley	CSD Library Service	Project Manager	sarah.keeley@hants.gov.uk	0370 779 6749	30.06.23	V0.1
2	EIA authoriser	Suzanne Smith	CSD, Access, Resources	Assistant Director	suzanne.smith2@hants.gov.uk		30.06.23	V0.1

			and Business Development					
3	EIA Coordinator	Rebecca Prowting	Children's Services (ARBD Branch)	Business Support Manager	Rebecca.prowting@hants.gov.uk		30.06.23	V0.1

Section one – information about the service and service change

Service affected	Library Service
Please provide a short description of the service / policy/project/project phase	<p>Hampshire has one of the largest library services in the country with a network of 40 public libraries located across the county. Other services include a Home Library Service, a School Library Service and a Learning in Libraries offer. The Service employs 416 staff (254 full time equivalent posts) supported by over 500 trained volunteers.</p> <p>In 2022/23, over 3 million visits were made to Hampshire libraries with nearly 4 million physical books being issued. A further 1 million issues of digital 'eBooks' were made. Libraries offer a wide range of activities from their buildings such as Rhymetime, Code Club and Chatabout. 280,000 people participated in these and similar activities. Meanwhile the public computer terminals located within libraries provided nearly 100,000 hours of online access for customers during the year.</p> <p>Over 60 other organisations such as Citizen's Advice, NHS and Community Pantries choose Hampshire Library buildings from which to operate their services.</p>
Please explain the new/changed service/policy/project	<p>The review public library buildings, locations and associated book stock is proposed. As part of the review consideration will be given to:</p> <ul style="list-style-type: none"> • Further development of community hubs in library locations. • Capitalising on partnership and service co-location opportunities, such as with other parts of Hampshire County Council e.g. Children's Services, Adults Health and Care and Public Health. • Further diversification of the library service offer from its buildings, while continuing to meet library needs and increasing library usage.

- Optimising stock efficiency and purchasing while ensuring sufficient availability, breadth and range of book stock.
- Aiming to reduce the overall net cost of operating library premises and having sufficient stock, whilst maintaining a comprehensive and efficient service.

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) 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, although the focus of the Library Service Transformation to 2021 Public Consultation was the Library Service Vision to 2025 and includes some similarities in proposals such as the further establishment of council-run libraries as 'community hubs'.

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.

A stage two consultation is likely to be required regarding changes to stock. Possible staff consultations may also be required. These would follow HR policies and procedures should there be staff impacts identified as a result of changes through the Asset rationalisation work. Further assessment and collaboration with dependent workstreams including the Children's Services Community Hub Programme and the Corporate Asset Strategy, is required to understand the scope of this work and therefore the level of consultation required. Any consultation that may be required will follow necessary policies and procedures.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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
Basingstoke and Deane	
East Hampshire	
Eastleigh	
Fareham	
Gosport	
Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	

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>All protected characteristics have been assessed as neutral at this current stage. This is due to further assessment and collaboration with dependent workstreams including the Children's Services Community Hub Programme and the Corporate Asset Strategy, being required to understand the scope of this work such as impacted libraries and partners, and therefore the specific impact it will have on service users and staff.</p> <p>There is potential for a positive impact on local communities by expanding the range of services available from a library building and improving local community access to other public facing services and partners. However, what the impact will be for specific protected characteristics groups is not yet known, the EIA will be reviewed and updated as the proposal develops.</p>

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 above to identify geographical area(s)	Short explanation of mitigating actions
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:

As plans for this project develop and further detail of specific change is identified the EIA will be updated accordingly.

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:

Children's Services Directorate (CSD)

Name of SP25 proposal:	SP25 Proposal Reference:
Library Service: Staff savings (management and back office)	EIA – [CS010] Children's Services Directorate Date [2023.06.30]

EIA writer(s) and authoriser

No.		Name	Directorate	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Sarah Keeley	Children's Services. Library Service	Project Manager	sarah.keeley@hants.gov.uk	0370 779 6749	30.06.23	V0.1
2	EIA authoriser	Suzanne Smith	CSD Access, Resources and Business Development	Assistant Director	suzanne.smith2@hants.gov.uk		30.06.23	V0.1
3	EIA Coordinator	Rebecca Prowting	Children's Services (ARBD branch)	Business Support Manager	Rebecca.prowting@hants.gov.uk		30.06.23	V0.1

Section one – information about the service and service change

<p>Service affected</p>	<p>Library Service</p>
<p>Please provide a short description of the service / policy/project/project phase</p>	<p>Hampshire has one of the largest library services in the country with a network of 40 public libraries located across the county. Other services include a Home Library Service, a School Library Service and a Learning in Libraries offer. The Service employs 416 staff (254 full time equivalent posts) supported by over 500 trained volunteers.</p> <p>In 2022/23, over 3 million visits were made to Hampshire libraries with nearly 4 million physical books being issued. A further 1 million issues of digital ‘eBooks’ were made. Libraries offer a wide range of activities from their buildings such as Rhymetime, Code Club and Chatabout. 280,000 people participated in these and similar activities. Meanwhile the public computer terminals located within libraries provided nearly 100,000 hours of online access for customers during the year.</p> <p>Over 60 other organisations such as Citizen’s Advice, NHS and Community Pantries choose Hampshire Library buildings from which to operate their services.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>This proposal incorporates reviewing and reducing expenditure on management and back-office functions which includes;</p> <ul style="list-style-type: none"> • Reduce staffing costs to meet savings target, which is anticipated to be delivered through vacancy management. • Consolidate line reports and areas of responsibility. • Integrate functions to new Directorate to maximise resources.

Engagement and consultation

The County Council’s *Making the Most of your money budget* consultation (2024-2026) 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.

Some localised staff consultations may be required. The savings target is expected to be fully achieved through vacancy management which would not require consultation. However, staff may be impacted by other changes such as a change of line management or reports or working in a different service. It is also possible a voluntary redundancy process may need to be explored if the savings cannot be achieved through vacancy management. This would require a formal staff consultation process and any staff consultations required will follow HR advice and appropriate policies and procedures.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
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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
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All Hampshire	Yes
Basingstoke and Deane	
East Hampshire	
Eastleigh	
Fareham	
Gosport	
Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

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, Pregnancy and maternity	Sex and Pregnancy and maternity characteristics have been identified as Negative – Low due to 87% of our workforce being female, therefore, although the change proposed does not directly impact based on this protected characteristic, any changes would likely have more impact on women in the wider workforce compared to men.
Age, Disability, Gender Reassignment, Race, Religion of belief, Sexual Orientation, Marriage and civil partnership, Poverty, Rurality	<p>All other protected characteristics have been assessed as neutral. At this time, the full savings target is anticipated to be completely achieved through vacancy management, therefore having a neutral impact on all individuals.</p> <p>Until the full scope of the review is defined and further developed with specific proposed workforce changes, it is difficult to know the extent of the impact of this on the protected characteristics, though it would be expected to be neutral. 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. The EIA will be reviewed and updated as more detail becomes known.</p>

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 above to identify geographical area(s)	Short explanation of mitigating actions
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:

As plans for this project develop and further detail of specific change is identified the EIA will be updated accordingly.

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:

Appendix 2

Savings Programme Reference	Service Area
US-01	Highways Planned Maintenance
US-02	Streetlighting
US-03	School Crossing Patrols
US-04	Public Transport
US-05	Waste Services – Household Waste Recycling Centres
US-07	Cross-Directorate - reductions to directorate non-pay budgets.
US-08	Highways, Engineering, and Transport
US-09	Waste and Environmental Services trading areas (Environmental Services (Trading), Asbestos, Scientific Services & Trading Standards
US-11	Facilities Management -
US-12	Registration and Archives
US-13	Countryside
US-14	Hampshire Outdoor Centres
US-15	Traffic & Safety & Rural Parking
US-17	Cross-Directorate Organisational Redesign
US-18	Highways Winter Service
US-19	Property Services

Universal Services

Name of SP25 proposal:	SP25 Proposal Reference:
Highways Planned Maintenance	<i>EIA – US01</i> Universal Services

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Patrick Poyntz-Wright	Universal Services	Capital and Democratic Services Manager			30/08/2023	2
2	EIA authoriser	Patrick Blogg	Universal Services	Director of Universal Services			06/09/2023	2
3	EIA Coordinator	Patrick Poyntz-Wright	Universal Services	Capital and Democratic Services			06/09/2023	2

Section one – information about the service and service change

Service affected	Highways Maintenance
Please provide a short description of the service / policy/project/project phase	The Highways Service delivers the County Council's statutory functions as the Highway Authority for Hampshire. The Council has a defined duty under the Highways Act 1980 to take reasonable steps to maintain its 5500-mile network of roads, footways and cycleways.

	<p>Maintenance activity across our road, footway, and cycleway network is currently spread across three main activity areas. These are:</p> <ul style="list-style-type: none">• routine/reactive maintenance: This involves day-to-day repairs, e.g. dealing with potholes, replacing road markings, repairs to signs, drainage cleansing, and also emergency response, e.g. emergency road repairs;• planned maintenance: This involves larger-scale structural repairs, surface treatments on roads, and drainage improvements (as opposed to repairs);• environmental maintenance such as grass cutting, weed control and arboriculture.
<p>Please explain the new/changed service/policy/project</p>	<p>Potential changes would include reducing planned maintenance until levels of government funding allows it to be reinstated and instead focusing our frontline resources on providing a stronger reactive service for our highway network. This proposal for a reduction in the budget does not affect the additional £22.5m for the three-year Stronger Roads Today campaign agreed by County Council in July 2023 for increased reactive maintenance, the final year of which is 2025/26.</p> <p>Over time unless there is an increase in government funding for the maintenance of the highway asset, the reduction in maintenance spend will result in it becoming less resilient to the impacts of winter weather, climate change and traffic, leading to an accelerated deterioration in the overall health of the highway asset.</p> <p>Wherever possible, revised operational working practices and the use of smart, innovative technology will be explored to minimise the impact of budget reductions. This will include, but is not limited to, exploring the potential use of advanced vehicle-based technology and artificial intelligence to more efficiently predict where highway maintenance work may be needed, re-engineering works ordering and scheduling processes to secure higher outputs at reduced cost, and trialling new repair methods.</p>

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) sought 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.

A stage 2 public consultation is planned for early 2024.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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

Poverty		✓				Public
Rurality		✓				Public

Table 2 Geographical impact

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

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

Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

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 and Disability	LOW NEGATIVE: Deteriorating highways, footways, signage, and other infrastructure could disadvantage road users, including non motorised users seeking to access the highways infrastructure on foot, cycle, or other means. Older and younger people, and people with disabilities falling into this category could experience a disproportionate increase in difficulty/inconvenience when travelling by these means.
Other	NEUTRAL: It is not anticipated that the impacts of this change will disproportionately affect other 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 above to identify geographical area(s)	Short explanation of mitigating actions

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

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

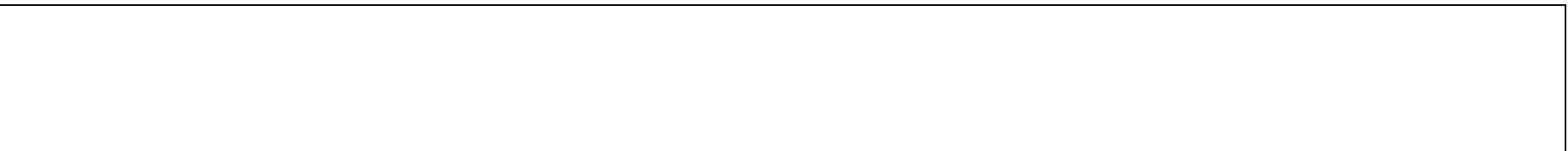
Please set out any additional information which you think is relevant to this impact assessment:

Structural repairs, road surface treatment programmes, and drainage improvements will be focused on safety interventions, or situations when major, or widespread, defects are identified, and a more comprehensive solution is justified. This approach should limit impacts on all residents.

Wherever possible, revised operational working practices and the use of smart, innovative technology will be explored to minimise the impact of budget reductions, for example updated customer contact mechanisms that will allow automated responses with up to date information.

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:



Universal Services

Name of SP25 proposal:	SP25 Proposal Reference:
Streetlighting	EIA – US02 Universal Services

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Patrick Poyntz-Wright	Universal Services	Capital and Democratic Services Manager			30/08/2023	2
2	EIA authoriser	Patrick Blogg	Universal Services	Director – Universal Services			06/09/2023	2
3	EIA Coordinator	Patrick Poyntz-Wright	Universal Services	Capital and Democratic Services Manager			06/09/2023	2

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Section one – information about the service and service change

Service affected	Street Lighting
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Please provide a short description of the service / policy/project/project phase	<p>The County Council provides and maintains over 157,000 street lights and illuminated signs and bollards.</p> <p>The main street lighting cost that the County Council can control is energy consumption, which accounts for approximately £4.2 million per year. Since 2010, street lighting energy consumption has significantly reduced in Hampshire through the use of more efficient bulbs, and by dimming street lights and switching some lights off for part of the night. However, this should be understood in the context of energy cost increases that have occurred in subsequent years.</p> <p>Further efficiencies in the design of LED bulbs means that additional savings in this area may now be possible.</p>
Please explain the new/changed service/policy/project	<p>Changes to the energy cost of managing Hampshire's street light network could be sought by:</p> <ul style="list-style-type: none">• the use of additional energy efficient LED bulbs, noting that the introduction of LED bulbs would not affect light levels;• delaying switching on some street lights at night, and switching them off earlier in the morning;• keeping street lights switched off during the night on some non-residential roads;• additional dimming of street lights to lower levels during the night.

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) sought 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.

A stage 2 public consultation is planned for early 2024.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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

Poverty		✓				Public
Rurality		✓				Public

Table 2 Geographical impact

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

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

Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

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
Disability	LOW NEGATIVE: Some people with disabilities, particularly visual impairments, may struggle more than others to travel on roads and streets if darker, or darker for longer.
Sex	LOW NEGATIVE: It is possible that in some areas streets will be darker or darker for longer, and this could well increase the fear of crime, particularly for women. However, wherever possible these savings will be realised through the use of more efficient bulbs, dimming rather than switching off, and switching off only in non-residential streets. The County Council will also work closely with the constabulary to ensure suitable lighting levels based on evidence.

Other	NEUTRAL: The use of additional energy efficient LED bulbs is not expected to have an impact on residents and service users. Other options could lead to some residential streets being darker, or darker for longer. In addition, some non-residential roads could also be made darker. It is possible that, if implemented, such changes could have a low negative impact on some road users, but specific proposals have yet to be determined, and further assessment will be made as options are refined. New infrastructure enables flexibility over lighting and dimming regimes, and in the event that negative impacts are identified, this could potentially provide options for mitigation.
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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 above to identify geographical area(s)	Short explanation of mitigating actions

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

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:

There is the possibility that some rural areas will be darker or darker for longer as a result of this proposal, which could have a negative impact on some rural residents, though in some cases people will experience this as a positive impact.

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:

Universal Services

Name of SP25 proposal:	SP25 Proposal Reference:
School Crossing Patrols	EIA – US03 Universal Services

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Patrick Poyntz-Wright	Universal Services	Capital and Democratic Services Manager			30/08/2023	2
2	EIA authoriser	Patrick Blogg	Universal Services	Director – Universal Services			06/09/2023	2
3	EIA Coordinator	Patrick Poyntz-Wright	Universal Services	Capital and Democratic Services Manager			06/09/2023	2

Section one – information about the service and service change

Service affected	School Crossing Patrols
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<p>Please provide a short description of the service / policy/project/project phase</p>	<p>Hampshire County Council currently provides a School Crossing Patrol (SCP) service close to various schools across Hampshire. Where provided, these can be used by children on their journeys to and from school. Hampshire County Council does not have a statutory duty to provide this service, but if another provider chooses to do so, we do have duties to ensure the provision is appropriate.</p> <p>Currently we use defined criteria to assess whether to provide and fund an SCP based on the number of children crossing at a location and the volume of traffic. More than one SCP may serve a school where children cross at different locations, and a single SCP may serve children attending different schools where they cross at the same location. Where the threshold for County Council funding is not met, schools or other groups may currently obtain an SCP where it is safe for one to operate through a service level agreement with the County Council by paying the full cost of providing the SCP. Where this is the case, we ensure the provision is appropriate by requiring the provider to purchase equipment and training at cost from us.</p> <p>The County Council currently funds 190 SCPs in Hampshire. A further three are funded through service level agreement directly with schools.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>Assessments of each SCP controlled site to determine whether alternative safe measures could be put in place which would enable the SCP provision to be safely withdrawn. The resulting measures may include the delivery of local highway measures to improve facilities for pedestrians to safely cross roads, or the determination of new safer routes to school. The assessments may also identify existing routes where an SCP is no longer required as the route is already safe; or routes that cannot be made safe and will therefore continue to require an HCC-funded SCP for the time being. Where the HCC-funded SCP provision is withdrawn through this process, schools and other bodies will be able to pay for SCP provision at full cost through a service level agreement with the County Council.</p>

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) sought 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?

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.

A stage 2 public consultation is planned for early 2024.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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

Rurality		✓				Public
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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	✓
Basingstoke and Deane	
East Hampshire	
Eastleigh	
Fareham	
Gosport	
Hart	
Havant	

New Forest	
Rushmoor	
Test Valley	
Winchester	

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	NEUTRAL: The County Council will undertake assessments of each SCP controlled site to determine whether alternative safe measures could be put in place which would enable the SCP provision to be safely withdrawn. In these cases, school crossing patrols may continue to be funded by local schools. Where the site is not safe or cannot be made safe an HCC-funded SCP will continue to be provided for the time being.

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 above to identify geographical area(s)	Short explanation of mitigating actions

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

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

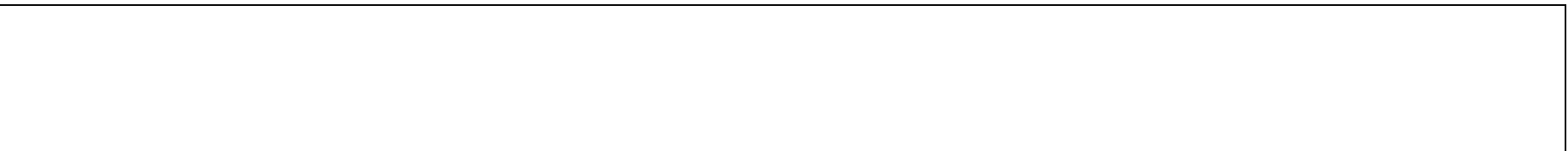
Please set out any additional information which you think is relevant to this impact assessment:

There is the potential for a negative impact on sex and age arising from the fact that School Crossing Patrol staff are more likely to be women and older people, and any reduction in the numbers of school crossing patrols could disproportionately affect these groups. These impacts will be monitored and assessed in more detail as options develop.

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:

It is the responsibility of parents or guardians to get their child safely to school, but the County Council has a duty to assert and protect the rights of the public to use the highway, and should there be a particular safety concern at a specific location then specific mitigation will be considered.



Universal Services

Name of SP25 proposal:	SP25 Proposal Reference:
Public Transport	EIA – US04 Universal Services

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Patrick Poyntz-Wright	Universal Services	Capital and Democratic Services Manager			30/08/2023	2
2	EIA authoriser	Patrick Blogg	Universal Services	Director – Universal Services			06/09/2023	2
3	EIA Coordinator	Patrick Poyntz-Wright	Universal Services	Capital and Democratic Services Manager			06/09/2023	2

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Section one – information about the service and service change

Service affected	Public Transport
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<p>Please provide a short description of the service / policy/project/project phase</p>	<p>The County Council currently spends £2.7m per annum directly supporting non-statutory local bus services, mostly in rural and semi rural locations where it is not currently possible to run commercially viable services, and community transport services like Dial-a-Ride and Call and Go.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>Removal of all remaining spend on non-statutory public transport provision. This includes funds the County Council spends on subsidising non-commercially viable local bus routes and on providing community transport services such as Dial-a-Ride and Call and Go. A review will be undertaken to look at any knock-on impact on the Home to School Transport (HTST) service in Children's Services as a result of any bus route reductions so that this proposal can be considered in the wider context.</p>

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) sought 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?

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 *Making the Most of Your Money Budget Consultation* referred to above received a wide range of comments on this proposal, many of which supported the findings of this assessment. In addition, feedback from individuals and organisations stressed that where individuals have multiple protected characteristics the impacts could be particularly negative.

A stage 2 public consultation is planned for early 2024.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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

Disability					✓	Public
Gender reassignment		✓				Public
Pregnancy and maternity				✓		Public
Race				✓		Public
Religion or belief			✓			Public
Sex					✓	Public
Sexual orientation		✓				Public
Marriage & civil partnership		✓				Public
Poverty					✓	Public
Rurality					✓	Public

Table 2 Geographical impact

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

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

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
Gender reassignment Sexual orientation Marriage and civil partnership	NEUTRAL: There is no evidence to suggest that people who have any of these protected characteristics are any more likely to use public transport/community transport or hold a concessionary bus pass in Hampshire than those without them. Therefore there will be the same impact on these people as there will be for the general population.
Religion	LOW NEGATIVE: Reductions in availability of transport services could result in people having poorer access to activities relating to their religion

For all characteristics marked as either having a ‘medium negative’ or ‘high negative’, please complete the following table:

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
Age	High Negative	Reductions in public bus are more likely to impact the rural areas of Hampshire.	In the total absence of these services, many would have to use the voluntary transport network which the County Council does not support. Therefore this would increase the demand on these services which the voluntary transport network (i.e. car schemes) is unlikely to be able to meet. In addition, these services are inaccessible for those with a wheelchair / complex mobility needs and therefore these people would need to rely on taxis. There is a national shortage of taxi drivers and therefore, accessibility will depend on localised availability.
Disability	Two thirds of all journeys on Hampshire's supported bus network are undertaken by holders of a concessionary bus pass; whether that be a disabled or older persons pass. The vast majority of journeys undertaken on Community Transport services serve the needs of older and disabled people. Most journeys on door to door services are undertaken by people with a concessionary bus pass. People with these characteristics are less likely to have access to a car or van and therefore have no alternative to bus/community transport use. Within these groups, these services are used as a means to remain independent. A reduction of service would have a		

	<p>disproportionate impact on people with these characteristics.</p> <p>With regards to younger people, around 15% of all journeys undertaken on the Council's supported services are for educational purposes. This equates to around 250,000 trips per year across the whole supported network. A reduction in service would mean many of these journeys would not be able to take place, resulting in a negative impact for younger people. In addition, fewer supported bus services will limit the County Council's scope to use public bus services to provide home to school transport, which could in turn have impacts on the home to school transport service funded by the Children's Services Budget.</p> <p>Reductions in community transport funding could also diminish the efficacy of the</p>		
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	<p>County Council's investment in the voluntary sector, with transport limitations reducing the scope and quality of support provided by volunteers funded by the County Council out of other budgets.</p>		
Pregnancy and Maternity	<p>Medium Negative</p> <p>During pregnancy and maternity, people have greater accessibility needs e.g. to attend midwife / Health Visitor appointments. This means that a reduction in service will disproportionately impact people with this characteristic.</p>	<p>Reductions in public bus are more likely to impact the rural areas of Hampshire.</p>	<p>See above</p>
Race	<p>Medium Negative</p> <p>Nationally, government figures show that outside London a black person makes on average 55 trips by bus per year in contrast with 36 made by a white person.</p>	<p>Reductions in public bus are more likely to impact the rural areas of Hampshire.</p>	<p>See above</p>

	<p>The same is true for people from other ethnic backgrounds. There is also a link between poverty and race which is explored further below. 33 per cent of Asian or Asian British pensioners and 30 per cent of Black or Black British, are in poverty compared to 15 per cent of white pensioners. Below, there is a further explanation of the link between poverty and bus use. These factors mean that a reduction in local bus services or an increase in the cost of transport services will disproportionately affect people from BAME backgrounds in comparison to white people.</p>		
<p>Sex</p>	<p>High negative</p> <p>Nationally more women than men do not have access to a private car / van and thus more use bus and community transport services. Within Hampshire 60% of passengers who travel with a</p>	<p>Reductions in public bus are more likely to impact the rural areas of Hampshire.</p>	<p>See above</p>

	<p>concessionary bus pass on the supported local bus network are female. This means that any reduction to service will disproportionately affect women. This is compounded by the pregnancy and maternity impact detailed above.</p>		
Poverty	<p>High Negative</p> <p>There is a relationship between income and type of transport used. Those on lower incomes use buses more than those on higher incomes, and those on higher incomes use cars and trains more than those on lower incomes (Department for Transport 2017). People with more money have more options in both where to live and how to travel, and transport links are a key component of land value and housing costs. Poverty rates for all groups of women are higher than those of White British men. Among women, they are lowest</p>	<p>Reductions in public bus are more likely to impact the rural areas of Hampshire.</p>	<p>See above</p>

	<p>for White British women, followed by Chinese, Indian, Black Caribbean and Black African women. Pakistani and Bangladeshi women have extremely high poverty rates of around 50 per cent. Dependency on public transport and poverty are interlinked, resulting in a reduction to bus services or community transport services having a disproportionate impact on people living in poverty.</p>		
Rurality	<p>High Negative</p> <p>The vast majority of Hampshire's supported bus network provide accessibility for people within rural areas to access towns for employment and essential services. Rural areas are also currently served by Community Transport services.</p>	<p>Reductions in public bus are more likely to impact the rural areas of Hampshire.</p>	<p>See above</p>

As well as providing access to towns from rural areas, supported bus services play a crucial role bringing people into rural areas, improving their health and wellbeing, and supporting the economy of rural communities.

Rural areas are notoriously difficult to serve by public transport and make a profit, this is because the number of passengers who need to travel are lower. This means that where Council support is withdrawn in these areas, it is far less likely than in an urban area that a bus operator would provide an alternative on a commercial basis.

Where the overall amount of funding is reduced to operators, this could have an impact their overall operations. This could see more rural depots becoming commercially unviable and therefore additional services, to

	those which are directly funded by the County Council could be withdrawn.		
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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 here.

Table 5 Consideration of and explanation for positive impacts

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

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:

It should be noted that the most recent available data suggests that only 9% of all bus services in Hampshire are subsidised by the County Council, which means that 91% of bus services will not be directly affected.

Further impact assessments will be carried out as and when more detailed proposals are finalised for consideration.

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:

Universal Services

Name of SP25 proposal:	SP25 Proposal Reference:
Waste Services – Household Waste Recycling Centres	EIA – US05 Directorate Universal Services

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Patrick Poyntz-Wright	Universal Services	Capital and Democratic Services Manager			30/08/2023	2
2	EIA authoriser	Patrick Blogg	Universal Services	Director – Universal Services			06/09/2023	2
3	EIA Coordinator	Patrick Poyntz-Wright	Universal Services	Capital and Democratic Services Manager			06/09/2023	2

Section one – information about the service and service change

Service affected	Household Waste Recycling Centres
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<p>Please provide a short description of the service / policy/project/project phase</p>	<p>The County Council has the largest network of Household Waste Recycling Centres (HWRCs) in England, operating 24 HWRCs in the Hampshire area where residents can reuse, recycle and dispose of waste. Residents are able to reuse, recycle and dispose of a wide variety of material streams including bulky wastes and mixed residual waste in bagged form.</p> <p>The County Council has a statutory responsibility to provide places where residents can deposit household waste (e.g. household contents arising from the day-to-day running of a household) at no charge, but we are not required to accept non-household waste (e.g. construction and demolition waste or items from the repair or improvement of private properties).</p> <p>However, the council recognises that Residents sometimes generate small quantities of these non-household wastes and so currently provides a charged-for disposal service for soil & rubble including bathroom appliances such as baths, sinks & toilets, asbestos, gypsum and plasterboard.</p> <p>There is no legal definition of how many facilities need to be provided.</p> <p>The HWRC service cost is split into two parts, those that cover the cost of managing the sites (20%) and the cost of disposing of the material that is deposited (80%). The booking system, introduced during COVID-19 pandemic, has been retained following public support for the benefits that it provides in terms of site operations and reduced congestion.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>Review of the existing 24 Household Waste Recycling Centres (HWRCs) service provision to inform a revised strategy for service delivery, taking account of best practice across the country and national guidance and enabling the provision of more modern, accessible sites. The revised service could include varying the opening hours of HWRCs, reducing the number of existing HWRCs, building new HWRCs or extending capacity of existing HWRCs, and/or introducing new charges for discretionary services at HWRCs.</p>

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) sought 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.

A full stage 2 public consultation is planned for early 2024.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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

Poverty			✓			Public
Rurality			✓			Public

Table 2 Geographical impact

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

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

Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

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	LOW NEGATIVE: Possible requirement for site users to travel further to sites, which may impact on older residents that experience difficulties with movement or are unable to travel longer distances.
Disability	LOW NEGATIVE: Possible requirement for site users to travel further to sites, which may impact on residents that experience difficulties with movement or are unable to travel longer distances.
Poverty	LOW NEGATIVE: Possible requirement for site users to travel further to sites and incur increased travel costs, which may impact on those residents on lower income disproportionately.

Rurality	LOW NEGATIVE: Rural residents may be more likely to have to make longer journeys to access the service.
Other	NEUTRAL: It is not anticipated that the impacts of this change will disproportionately affect other 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 above to identify geographical area(s)	Short explanation of mitigating actions

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

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:

The review would consider the provisioning of the HWRC network in Hampshire in its entirety to ensure the best geographical coverage and optimal service in the circumstances. This should help mitigate some of the impacts on groups noted above.

A stage 2 public consultation is planned for early 2024.

Further impact assessments will be undertaken in advance of any further executive decisions.

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:

Universal Services

Name of SP25 proposal:	SP25 Proposal Reference:
Cross-Directorate - reductions to directorate non-pay budgets.	EIA – US07 Universal Services

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Amanda Beable/ Michelle Dayeh	Universal Services	Head of Transformation/ Strategic Manager			30/08/2023	2
		Mike Bridgeman		Assistant Director of Property, Business Development, and Transformation				
2	EIA authoriser	Patrick Blogg	Universal Services	Director of Universal Services			06/09/2023	2
3	EIA Coordinator	Patrick Poyntz-Wright	Universal Services	Capital and Democratic Services Manager			06/09/2023	2

Section one – information about the service and service change

Service affected	Cross-Directorate
Please provide a short description of the service / policy/project/project phase	Reductions to directorate non-pay budgets, including Learning & Development, Postage & Printing.
Please explain the new/changed service/policy/project	Due to the change in ways of working since the pandemic and an internal restructure bringing together parts of two former departments, some budgets are being centralised and some devolved to services, and these will be rationalised in line with changes in trends, e.g., less printing due to lower office use, more use of Apprenticeship Levy.

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) sought 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.

The services paid for by these budgets have undergone cultural changes post-pandemic, and these services have become more cost effective to deliver or less in demand as a result of revised working practices. Savings are being made in line with the natural downward trend of draw on these budgets, so it does not reflect a behavioural or cultural change to be made by staff in the future, only to the amounts allocated to the budgets. For example, some Learning and Development has been moved online, and a

combination of better use of technology alongside hybrid-working have enabled an accelerated move away from printing and postage. Therefore, no further engagement is 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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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
Basingstoke and Deane	

East Hampshire	
Eastleigh	
Fareham	
Gosport	
Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

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
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<p>All characteristics marked as neutral.</p>	<p>No impact has been identified on any characteristic group due to the nature of the proposal being to reduce spend in line with what is already naturally happening; lower office use has meant less printing, and an intensification in digital communication during the pandemic has reduced postage.</p> <p>A reduction in other costs relating to Learning and Development have also been identified, e.g., courses being offered online, increased use of the Apprenticeship Levy and subscription packages for professional publications and bodies being delivered digitally making them cheaper. In addition, a combination of better use of technology alongside hybrid-working have enabled an accelerated move away from printing and postage.</p> <p>Funding for these functions has been reviewed as part of an internal merge of departments and budgets are being reduced in line with required spend.</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 above to identify geographical area(s)	Short explanation of mitigating actions

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

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:



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:

No impact has been identified on any characteristic group due to the nature of the proposal being to reduce spend in line with what is already naturally happening; lower office use has meant less printing, and an intensification in digital communication during the pandemic has reduced postage.

A reduction in other costs relating to Learning and Development have also been identified, e.g., courses being offered online, increased use of the Apprenticeship Levy, and subscription packages for professional publications and bodies being delivered digitally making them cheaper.

Funding for these functions has been reviewed as part of an internal merge of departments and budgets are being reduced in line with required spend.

Universal Services

Name of SP25 proposal:	SP25 Proposal Reference:
Highways, Engineering & Transport	EIA – US08 Universal Services

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Tim Lawton	Universal Services	Assistant Director – Highways, Engineering & Transport			30/08/2023	2
2	EIA authoriser	Patrick Blogg	Universal services	Director – Universal Services			06/09/2023	2
3	EIA Coordinator	Patrick-Poyntz-Wright	Universal Services	Capital and Democratic Services			06/09/2023	2

Section one – information about the service and service change

Service affected	A range of services within the Highways, Engineering and Transport (HET) branch.
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<p>Please provide a short description of the service / policy/project/project phase</p>	<p>The HET Branch is responsible for the safe management of Hampshire's Highway network and associated infrastructure. This includes but is not limited to maintaining and managing Hampshire's roads, associated traffic signals and streetlights, and trees by the Highway; licensing or permitting various activity on the Highways; adoption of estate roads from developers; designing and delivering engineering schemes to build or improve roads; and management of the authorities' vehicle fleet.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>It is proposed that the HET branch further develop its cost recovery and income streams, through reviewing existing charges, expanding current income streams and through the development of new income streams, to contribute to SP25 on a cost recovery basis.</p> <p>This may include:</p> <ol style="list-style-type: none"> 1. Increases to the fees charged for licences and highways information, and the development of new services and charges, including expedited services, ie. services delivered more quickly or in an enhanced way for a higher fee, e.g. Highway Searches completed faster for customers willing to pay more. 2. Increased charges to and income from developers, particularly associated with the road adoption process. 3. Selling engineering services and other associated specialisms to other bodies. 4. Selling services and data from services, such as from traffic survey activities or transport advice. 5. Expanding income from highways materials recycling and other innovative income streams 6. Developing sponsorship and advertising opportunities.

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) sought 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?

The general concept of charging/increasing charges for services has been consulted on as part of the County Council's *Making the Most of your money budget* consultation (2024-2026).

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.

Stage 2 public consultation may be required and will be undertaken where 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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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

Rurality		✓				Public
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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	Yes
Basingstoke and Deane	
East Hampshire	
Eastleigh	
Fareham	
Gosport	
Hart	
Havant	

New Forest	
Rushmoor	
Test Valley	
Winchester	

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
Poverty	LOW NEGATIVE: Increases in the charges and prices could have a disproportionate impact on those less able to afford services charged for on a cost recovery basis. Charges will be made on a cost recovery basis only.
All other protected characteristics	NEUTRAL: The proposal has not been assessed as having a positive or negative impact on these characteristics. The assessment is therefore neutral.

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 above to identify geographical area(s)	Short explanation of mitigating actions

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

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:

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:

Universal Services

Name of SP25 proposal:	SP25 Proposal Reference:
Waste and Environmental Services trading areas (Environmental Services (Trading), Asbestos, Scientific Services and Trading Standards)	EIA – US09 Universal Services

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Simon Cramp	Universal Services	Strategic Manager – Environmental Services			30/08/2023	2
		James Potter		Assistant Director for Waste and Environment Services				
2	EIA authoriser	Patrick Blogg	Universal services	Director – Universal Services			06/09/2023	2
3	EIA Coordinator	Patrick-Poyntz-Wright	Universal Services	Capital and Democratic Services			06/09/2023	2

Section one – information about the service and service change

Service affected	Waste and Environmental Services trading areas
Please provide a short description of the service / policy/project/project phase	<p>The service includes Asbestos Management, Environmental Services, and Hampshire Scientific Services (HSS). Asbestos Management provides UKAS accredited asbestos testing and inspection services, designs and delivers asbestos management controls to help enable the County Council to meet its statutory obligations in relation to the Control of Asbestos Regulations. Environmental Services provides specialist environmental input to planning, design, delivery and maintenance activities across the County Council, and on behalf of external clients in the public and private sectors. The service also supports the delivery of statutory functions. HSS provide a range of scientific analytical services to customers predominantly in the public sector; Coroners, Police, Trading Standards, Schools, Local Authorities and Central Government, supplemented by smaller private sector clients. Forensic testing of drugs seized by Hampshire Constabulary is currently carried out by a team of 2 staff who can process around 30 case submissions a month. Trading Standards conducts a range of statutory services aimed at protecting consumers from harm and supporting legitimate businesses to trade legally and safely within the county. The service provides an essential role in the prevention of animal disease, safety and availability of products, rogue trading, food standards, petroleum & explosives and metrology. Activity includes the powers and ability to investigate and prosecute in areas of serious criminality. Commercially it also delivers one of the largest Buy With Confidence schemes, providing trusted and audited businesses for residents to use.</p>
Please explain the new/changed service/policy/project	<p>The SP25 proposal includes various measures to move towards a cost neutral position, mainly through increased income, as well as some further efficiencies. The current proposed and potential service changes are:</p> <p>Asbestos Management</p> <ul style="list-style-type: none"> • Reduction in inspection frequency - Reduce low risk inspections to every seven years • Reduced expenditure - Reduced staff travel and better utilisation of electric vehicles

	<p>Environmental Services</p> <ul style="list-style-type: none"> • Increase Income - Efficiencies to increase income generating capacity to drive towards cost neutrality <p>HSS</p> <ul style="list-style-type: none"> • Increase income in targeted areas - Increased income from toxicology and other high demand/low market capacity services • Increase Income & reduce expenditure - Efficiencies to increase income generating capacity and exploring solar power and an electric pool car to reduce costs
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Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) sought 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 public consultation or engagement is currently planned as there is no likely impact to residents or stakeholders experience of statutory services. Consultation activities with staff or Trade Unions will be carried out as appropriate when further details of any proposed and potential service changes are understood, and further equalities impact assessments completed.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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
Basingstoke and Deane	
East Hampshire	
Eastleigh	
Fareham	
Gosport	
Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

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>At present, there is no reason to think that the proposed and potential service changes will result in disproportionate impacts upon people with protected characteristics. However, as proposals develop, further impact assessments will be undertaken as appropriate to inform decision making.</p> <p>Where changes impact on staff, stringent decision-making processes would be put in place to ensure that individuals are not unfairly disadvantaged because they possess a particular characteristic.</p>

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 above to identify geographical area(s)	Short explanation of mitigating actions
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-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:



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 work delivered by the service is primarily for internal and external clients and partners, rather than being delivered directly to the public.

Proposed and potential service changes are not expected to have an impact on any of the protected characteristics. If changes do represent a risk once developed, more detailed EIAs will be undertaken with appropriate consideration and action taken in respect of their findings.

Universal Services

Name of SP25 proposal:	SP25 Proposal Reference:
Facilities Management.	EIA – US11 Universal Services

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Lisa Hole	Universal Services	Soft FM Manager - HQ			30/08/2023	2
		Mike Bridgeman		Assistant Director for Property, Business Development, and Transformation				
2	EIA authoriser	Patrick Blogg	Universal Services	Director of Universal Services			06/09/2023	2
3	EIA Coordinator	Patrick Poyntz-Wright	Universal Services	Capital and Democratic Services Manager			06/09/2023	2

Section one – information about the service and service change

Service affected	Facilities Management
Please provide a short description of the service / policy/project/project phase	Facilities Management - service reductions and efficiencies linked to office accommodation rationalisation.
Please explain the new/changed service/policy/project	Reduction in posts through vacancy management and natural turnover, which correspond to new ways of working across corporate office accommodation in FM managed buildings. Post-pandemic, ways of working have changed across the built estate meaning a less intensive reliance on FM services, and some buildings have been released meaning there is less space to cover. As such the staffing requirement is now reduced and savings can be delivered with minimal impact on any staff group.

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) sought 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?

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.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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
Basingstoke and Deane	

East Hampshire	
Eastleigh	
Fareham	
Gosport	
Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

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
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All characteristics marked as neutral.	<p>The savings would be achieved through the reduction of vacancies that have been held for some time.</p> <p>There is no impact on opportunities for entry level positions as vacancies still exist which the service is looking to fill at all times.</p> <p>Post-pandemic, ways of working have changed across the estate meaning a less intensive reliance of FM services, and some buildings have been released meaning there is less space to cover. As such the staffing requirement is now reduced and savings can be delivered with no impact on any staff group.</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 above to identify geographical area(s)	Short explanation of mitigating actions
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:



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 savings would be achieved through the reduction of vacancies that have been held for some time.

There is no impact on opportunities for entry level positions as vacancies still exist which the service is looking to fill at all times.

Post-pandemic, ways of working have changed across the estate meaning a less intensive reliance of FM services, and some buildings have been released meaning there is less space to cover. As such the staffing requirement is now reduced and savings can be delivered with no impact on any staff group.

Universal Services

Name of SP25 proposal:	SP25 Proposal Reference:
Registration and Archives	EIA – US12 Universal Services Directorate

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Abigail Walton Jo Heath	Universal Services	Senior Project Officer Assistant Director for Recreation, Information, and Business Services			30/08/2023	2
2	EIA authoriser	Patrick Blogg	Universal Services	Director of Universal Services			06/09/2023	2
3	EIA Coordinator	Patrick Poyntz-Wright	Universal Services	Capital and Democratic Services Manager			06/09/2023	2

Section one – information about the service and service change

Service affected	A. Registration Service B. Hampshire Archives and Local Studies Service
Please provide a short description of the service / policy/project/project phase	<p>A. The Registration Service recorded 42,000 life events within Hampshire in 22/23 and is one of the largest Registration Services in the country. In addition to recording life events which take place within Hampshire the service seeks to evolve and meet demand by developing new opportunities and exploring additional income streams. The service is currently developing the following new areas of income:</p> <ol style="list-style-type: none"> 1. Becoming a training provider for other Registration Services 2. Licensing new venues for ceremonies 3. Ceremony personalisation 4. Increase in ceremony fees 5. Funerals 6. Reducing office accommodation 7. Developing a sustainable staffing strategy 8. Reviewing Registration budget <p>B. Hampshire Record Office is the home of 1,000 years of history and comprises Hampshire Archives and Local Studies as well as the Wessex Film and Sound Archive. It is a statutory public service that is open to anyone – whether undertaking research into family or local history, pursuing academic work, or using archives as evidence for legal or other purposes. Our customers include the Hampshire community as well as people living anywhere who have a past or present connection with Hampshire.</p> <p>Hampshire's archives are a unique collection of local stories from the past up to the present day, ranging from letters by Florence Nightingale and Jane Austen, to war diary entries from the Western Front recording the 1914 Christmas Truce, the Coronavirus Tribute Book to the Winchester Pipe Rolls - a series of medieval account rolls recording the minutiae of farming life on dozens of Hampshire manors from 1208 onwards (the most complete set of manorial accounts in the</p>

	<p>country). Our physical archive collections are carefully housed in the purpose-built, grade II listed building which includes eight miles of shelving and we have recently purchased an IT system to contain our growing digital archives holdings.</p> <p>Hampshire County Council's Archives and Local Studies service meets a national accreditation standard which recognises high levels of performance, including the care of its unique collections. The UK quality standard was first awarded to Hampshire Archives in 2018, renewed in 2021 with the next assessment in Spring 2024.</p> <p>The service is currently investigating some new areas of income to include:</p> <ol style="list-style-type: none"> 1. Charges for storage and management of the Wessex Film and Sound Archive partners' Archive Collections 2. Charges for the cataloguing, conservation, storage and withdrawal of private, non-statutory archive collections that are deposited at Hampshire Record Office in the custody of Hampshire County Council but where the depositor retains ownership. 3. Commercial sale of archive storage space and other archive consultancy services to owners of archive collections.
<p>Please explain the new/changed service/policy/project</p>	<p>A. The Registration service seek to generate income through a variety of new and existing income streams.</p> <p>Training Provider – The service seeks to create a training academy for Registration officers within other authorities. Other registration services may seek to access the training due to a lack of time and resource within their own organisation. The training can be tailored to the individuals' requirements as needed and will follow the core requirements for duties required in the role of a Registration Officer. In addition to the training academy the service will offer assessors and internal verifiers for candidates from other authorities completing the national accreditation programme (NAP) for registration officers.</p>

Licensing new venues – Market the benefits of becoming a licensed venue and having the correct permissions to host ceremonies. Offer flexible initial sign up timeframes to allow local businesses to understand the benefits without committing for the standard three year licence.

Ceremony Personalisation – Provide an offer to enhance a ceremony by providing additional “add ons” for a fee. These are options such as telephone or face to face planning appointments prior to the ceremony, commemorative certificates and ceremonies after 5pm. Further analysis and a phased approach based on customer feedback would be required.

Increase in ceremony fees – The service review fees annually and apply a percentage increase based on CPI/RPI and national benchmarking via the South East Regional Board (SERB). This only applies to non-statutory fees (ceremonies & other). All statutory fees are set by the General Register Office (GRO). The fee increase is currently agreed at an increase of 5% across two years to 2026.

Funerals – Explore a new opportunity to provide funeral celebrant services as part of the service offer. This will require further research to understand the costs involved and a benchmarking activity to explore the market further before a decision to proceed could be made.

Reducing office accommodation – The removal of back office space at the Goldings Registration Office in Basingstoke. This is additional space over and above the current staffing requirements and could provide an annual saving if this office area was no longer part of the lease agreement.

Developing a sustainable staffing strategy – The service look to collect and analyse data of staffing trends for peak periods throughout the year to implement a more sustainable staffing strategy in order to reduce the requirement for agency staff.

Review Registration budget – Review the registration service budget and identify non allocated budget for efficiency savings.

The service will seek to implement all income streams identified above over a three year period to March 2026.

	<p>B.</p> <p>1. <u>Wessex Film and Sound Archive</u> - Hampshire County Council has recently received grant funding from the British Film Institute to develop a business case and new commercial operating model for the Wessex Film and Sound Archive (WFSA) to introduce membership fees and charges to Local Authority Partners. Through initial engagement, the partners have agreed in principle to pay for the storage and access of their film and sound archive collections currently managed by Hampshire County Council. The timeline for implementation of this project is three years and the grant funding from the British Film Institute comes to an end in March 2026. Formal consultation with the WFSA partners on the proposed membership fee charging model will be part of the grant funded project.</p> <p>2. <u>Charges for the cataloguing, conservation, storage and withdrawal of private, non-statutory archive collections held as part of the Hampshire Collection</u> - There is the potential to develop a charging model for the archive services currently provided for free to organisations such as charities, voluntary and community groups, nonconformist churches, businesses, individuals, families and estates.</p> <p>3. <u>Commercial sale of archive storage space and provision of archive consultancy services</u> - The implementation of a commercial archive management service would need to be offered at a future date when there is surplus space and capacity within Hampshire Archive and Local Studies Service. Archive Consultancy Services are already provided but these could be extended subject to staff capacity to increase income generated.</p>

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) sought 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?

- A. No
- B. 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.

- A. It is currently being explored to see if a formal consultation would be required.
- B. There has been early engagement with WFSA partners about the proposed charging arrangements however a formal consultation is planned.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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

Marriage & civil partnership		B	A			Public
Poverty			A B			Public
Rurality		A B				Public

Table 2 Geographical impact

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

Area	Yes / no
All Hampshire	A. Yes B. Yes
Basingstoke and Deane	
East Hampshire	
Eastleigh	
Fareham	
Gosport	

Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

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
Disability, Gender Reassignment, Pregnancy and Maternity, Race, Religion and Belief, Sex, Sexual Orientation, Marriage and Civil Partnership and Rurality -Neutral	A and B – None of the changes have been assessed as having an impact, either positive or negative to this group.

Age – Negative Low	A and B - Some customers who are of varying age demographics may come into contact with these services more frequently, and therefore may be disproportionately impacted by price increases. Both Services hold limited data on the age of customers and so are currently unable to quantify age ranges of customers choosing to access the services.
Poverty – Negative Low	A – Customers accessing the service for a ceremony may be impacted by fee increases. B – Customers wishing to deposit private collections in the custody of HCC may be unable to meet the request for an annual fee payable for the specialist storage of loaned archive collections.

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 above to identify geographical area(s)	Short explanation of mitigating actions

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

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:

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:

Universal Services

Name of SP25 proposal:	SP25 Proposal Reference:
Countryside.	EIA – US13 Directorate US

EIA writer(s) and authoriser

No.		Name	Directorate	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Jo Heath	Universal Services	Assistant Director for Recreation, Information, and Business Services			30/08/2023	2
		Jon Dyer-Slade		Head of Countryside				
2	EIA authoriser	Patrick Blogg	Universal Services	Director – Universal Services			06/09/2023	2
3	EIA Coordinator	Rosellen Lambert	Universal Services	Transformation Manager			06/09/2023	2

Section one – information about the service and service change

Service affected	Countryside
Please provide a short description of the service / policy/project/project phase	The Countryside Service manages eight visitor attractions (five Country Parks, two Farm Attractions, one National Nature Reserve) 80 countryside sites, 3000 miles of rights of way and statutory responsibility for maintaining the definitive map for Hampshire, and a series of capital works projects to improve and develop assets and service delivery. The service has over 3m counted visits each year of which 2m are to the visitor attractions. The primary users and customers are Hampshire residents, with visitor attractions attracting most visitors from within a 30- minute drive time.
Please explain the new/changed service/policy/project	The Countryside Service is proposing £0.345m of savings through increasing income and realising cost efficiencies. An integrated ranger service across the 3,000 mile Rights of Way network and 80 countryside sites would reduce contracted services, reduce travel, increase resilience and bring together specialist teams that could generate income from sold services. Income generation will focus on price increases and a new membership and ticketing system within the five Country Parks, and the implementation of new parking charges at rural locations.

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) sought 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.

Stage 2 public consultation may be required and will be undertaken where 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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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			✓			Public
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
Basingstoke and Deane	
East Hampshire	
Eastleigh	
Fareham	
Gosport	
Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

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

All protected characteristics – Staff	NEUTRAL: It is not currently anticipated that changes will have an impact on any protected characteristics. However, until the options for greater integrated working or different operating models are established, it is difficult to know the extent of any impact, if any, on protected characteristics. Once the scope has been defined a subsequent EIA will be completed to assess any impact on staff and ensure staff with protected characteristics are not unfairly disadvantaged.
Poverty – Residents	NEGATIVE LOW: Due to changes in pricing, however prices are set using benchmarking with similar offers at other Country Parks and Visitor Attractions and prices are set within this range to remain competitive but affordable.
All other protected characteristic – Residents	NEUTRAL: Potential options for integrated working arrangements are not expected to alter the ‘end’ service delivered to the public and therefore the likely impact to the public and groups with all other protected characteristics has been identified as neutral.

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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 above to identify geographical area(s)	Short explanation of mitigating actions
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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-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:

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:

Universal Services

Name of SP25 proposal: Hampshire Outdoor Centres	SP25 Proposal Reference: <i>EIA - US14</i> Universal Services Directorate
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EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Alistair Palmer	Universal Services	Head of Hampshire Outdoor Centres			30/08/2023	2
		Jo Heath		Assistant Director for Recreation, Information, and Business Support				
2	EIA authoriser	Patrick Blogg	Universal Services	Director of Universal Services			06/09/2023	2
3	EIA Coordinator	Patrick Poyntz-Wright	Universal Services	Capital and Democratic Services Manager			06/09/2023	2

Section one – information about the service and service change

<p>Service affected</p>	<p>Hampshire Outdoor Centres</p>
<p>Please provide a short description of the service / policy/project/project phase</p>	<p>Hampshire Outdoor Centres (HOC) is a non-statutory service comprising four residential outdoor education centres; three in Hampshire and one in South Wales. The service mission is to improve the lives of customers and deliver a safe, highly valued, cost effective and quality focused service through the provision of accessible outdoor education and recreational facilities. The centres provide opportunities for all customers to connect with the natural environment, create memorable experiences, learn new skills, and grow through personal development. The service employs 65 permanent staff and at high season (summer) employs around 20 seasonal staff.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>Across all Hampshire Outdoor Centres (HOC), the service will focus on building on commercial and efficiency initiatives that have been successful in the past few years to grow earned income through customer growth and retention. Therefore, our growth objectives will continue to focus on three key themes:</p> <ul style="list-style-type: none"> · The development of the core educational offer which provides high quality outdoor learning for schools and other residential groups, supported by an increase in engagement with new customers in the marketplace. · Positioning Calshot Activities Centre as a destination for visitors to the South Coast and developing into a place that people want to visit, explore, enjoy activities, eat and stay. · Creating new products which broaden ‘public’ access to the facilities at weekends and during the school holidays. <p>To support this programme across all Hampshire Outdoor Centres the service will continue to explore new and more flexible ways of improving the productivity of our workforce to support the delivery of our growth programme.</p>

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) sought 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.

Stage 2 public consultation may be required and will be undertaken where 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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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
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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	Yes
Basingstoke and Deane	
East Hampshire	
Eastleigh	
Fareham	
Gosport	
Hart	
Havant	

New Forest	
Rushmoor	
Test Valley	
Winchester	

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 protected characteristics except for Age	NEUTRAL: The proposal has not been assessed as having a positive or negative impact on these characteristics. The assessment is therefore neutral.

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 above to	Short explanation of mitigating actions
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		identify geographical area(s)	

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
Age	This proposal may have a positive impact on older people as growth in the service will likely mean an increase in its use of volunteers.

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:

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:

Universal Services

Name of SP25 proposal:	SP25 Proposal Reference:
Traffic & Safety & Rural Parking	<i>EIA - US15</i> Universal Services

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Patrick Poyntz-Wright	Universal Services	Capital and Democratic Services Manager			30/08/2023	2
2	EIA authoriser	Patrick Blogg	Universal Services	Director of Universal Services			06/09/2023	2
3	EIA Coordinator	Patrick Poyntz-Wright	Universal Services	Capital and Democratic Services Manager			06/09/2023	2

Section one – information about the service and service change

Service affected	Highways and Countryside Parking Services
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<p>Please provide a short description of the service / policy/project/project phase</p>	<p>The County Council administers a county-wide on-street parking service to help deliver its statutory highways maintenance, safety, and traffic management functions. In delivering these functions, the County Council incurs various costs. Charges and penalty notices are issued for on-street parking on a cost neutral basis to help meet these costs as well as to deliver the parking service itself.</p> <p>The County Council also provides off-street parking facilities at some locations, e.g. to enable residents to access countryside sites. At present, many of these are available for use free of charge despite ongoing maintenance costs being incurred by the County Council.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>Potential changes could include:</p> <ul style="list-style-type: none"> • Review of parking charges at existing locations, including increased charges to the public; • Introduction of on-street parking charges in new locations; • Introduction of new charges or donation schemes for parking at existing off-street and countryside locations; • Possible addition of new off-street parking facilities in specific locations; • Revised approaches to administration and charging to improve efficiency and cut costs.

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) sought 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?

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.

Further consultation will be carried out on specific proposals. Any changes to traffic regulations are subject to the Traffic Order process and therefore formal consultation will be undertaken on a scheme specific basis. Further, Stage 2 public consultation may be required and will be undertaken where necessary for countryside parking.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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

Table 2 Geographical impact

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

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

Winchester	
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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
Poverty and Rurality – Low Negative	<p>Motorists may need to pay for parking on more roads that are part of Hampshire’s highway network, or they may need to pay more to park at existing locations where charges already apply. This could also include County Council controlled off-street sites in some rural locations. This could have a disproportionate impact on poorer people who are less able to afford charges.</p> <p>People living in rural areas may be more car dependent and therefore more likely to have to pay for parking in certain locations.</p>
Other – Neutral	No specific impact on other protected characteristics has been identified. Further consultation will be carried out on proposals. Any changes to traffic regulations are subject to the Traffic Order process and therefore formal consultation will be undertaken on a scheme specific basis.

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 above to identify geographical area(s)	Short explanation of mitigating actions

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

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:

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:

Universal Services

Name of SP25 proposal:	SP25 Proposal Reference:
Cross Directorate Organisational Redesign	EIA -US17 Universal Services

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Patrick Poyntz-Wright	Universal Services	Capital and Democratic Services			30/08/2023	2
2	EIA authoriser	Patrick Blogg	Universal services	Director – Universal Services			06/09/2023	2
3	EIA Coordinator	Patrick Poyntz-Wright	Universal Services	Capital and Democratic Services			06/09/2023	2

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Section one – information about the service and service change

Service affected	Universal Services
Please provide a short description of the service / policy/project/project phase	The Universal Services Directorate provides a wide range of services affecting every resident in Hampshire, including Highways Maintenance, Transport Development, Property and Business Development, Recreation and Information and Business Services, Waste Management, and Environmental Services.

Please explain the new/changed service/policy/project

The proposal is to review all the directorate's branches, to achieve further savings from streamlining services, the removal of non-statutory services that cannot be funded through income generation, and efficiencies from service synergies afforded following the corporate restructure.

As this is a proposal and the review has not commenced, it is not yet possible to describe how the functional areas might be structured or operate differently in the future. Through the course of the project, options will be developed which may include:

- Some functions ending or reducing in scope
- Some functions increasing in priority or emphasis
- Different groupings of services within the overall directorate structure
- Different operating models and ways of working
- Embedding of current functions and responsibilities elsewhere in the Directorate or wider organisation

Until final proposals have been fully scoped, it is not possible to state the impact on the public or staff, but this EIA will be regularly updated as proposals develop.

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) sought 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?

Staff are regularly kept up to date and given opportunities to discuss developments through staff briefings and other communications. Should contractual changes and/or redundancies become necessary, a subsequent EIA will be undertaken. Furthermore, HR policies and procedures will be applied in accordance with our statutory obligations.

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

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

Staff are regularly kept up to date and given opportunities to discuss developments through staff briefings and other communications. Should contractual changes and/or redundancies become necessary, a subsequent EIA will be undertaken. Furthermore, HR policies and procedures will be applied in accordance with our statutory obligations.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)é

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	✓
Basingstoke and Deane	
East Hampshire	
Eastleigh	
Fareham	
Gosport	
Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

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>NEUTRAL: Various services could be affected by this review, with potential impacts on quality and accessibility. In addition, specific teams may be affected by reductions in establishment head count and the need to change or adjust service delivery to realise efficiencies. Where possible, impacts will be mitigated, for example by realising staff savings through vacancy management, not replacing leavers, etc.</p> <p>Specific impacts on staff and service users alike have yet to be identified and so current known impact has been assessed as neutral, with no disproportionate impacts on any protected characteristics. However, impacts will be further assessed as proposals develop, and where impacts are identified these will be mitigated as far as possible and highlighted to decision makers.</p>

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	Is there a Geographical impact? If so, please explain - use list above to	Short explanation of mitigating actions

	medium or high negative impact	identify geographical area(s)	

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

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:

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:

Universal Services

Name of SP25 proposal: Highways Winter Service	SP25 Proposal Reference: <i>EIA – US18</i> Universal Services
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EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Patrick Poyntz-Wright	Universal Services	Capital and Democratic Services Manager			30/08/2023	2
2	EIA authoriser	Patrick Blogg	Universal Services	Director – Universal Services			06/09/2023	2
3	EIA Coordinator	Patrick Poyntz-Wright	Universal Services	Capital and Democratic Services Manager			06/09/2023	2

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Section one – information about the service and service change

Service affected	Highways Winter Maintenance
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<p>Please provide a short description of the service / policy/project/project phase</p>	<p>The County Council works closely with its highway service provider to look after Hampshire's 5,500 miles of roads and associated assets during the winter period (1st October – 30th April). The County Council, as the Highway Authority, is required to take all reasonable and practical steps to keep the highway network clear of snow and ice. To discharge this duty our winter service includes salting and snow clearance during the winter season on prioritised routes which are largely based on road category, usage and strategic importance.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>Changes to the provision of highway winter services could be sought by a review of the winter service provision against statutory requirements, which may include:</p> <ul style="list-style-type: none"> • reviewing and updating the network of roads currently treated with precautionary salting on a routine basis in advance of forecast freezing conditions; • reviewing and updating the network of roads currently treated during prolonged freezing periods; • reviewing and updating other treatment routes, e.g. community routes (routes to schools and community facilities outside of the prioritised network) to ensure they continue to meet the defined criteria for treatment; • working with our service provider to identify further business efficiencies, e.g. removing unused roadside grit bins and seeking new innovations that can result in reduced costs i.e. potentially introducing individual 'route-based forecasting' to reduce overall salt usage and fuel costs.

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) sought 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?

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.

A stage 2 public consultation is planned for early 2024.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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

Rurality			✓			Public
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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	✓
Basingstoke and Deane	
East Hampshire	
Eastleigh	
Fareham	
Gosport	
Hart	
Havant	

New Forest	
Rushmoor	
Test Valley	
Winchester	

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, Disability, Sex, and Rurality	<p>A Low Negative impact has been identified for these characteristics as follows:</p> <p>Older people and people with disabilities could find it particularly difficult to negotiate untreated roads and sections of footway on foot.</p> <p>Younger and older people could be particularly disadvantaged by the inaccessibility of schools and community centres.</p> <p>As national statistics show that circa 75% of teachers in state funded schools are women, they are more likely to experience difficulties accessing schools during winter weather.</p>

	Roads in urban areas are more likely to be prioritised for treatment than those in rural areas, thus disadvantaging some rural road users.
Other	NEUTRAL: It is not anticipated that the impacts of this change will disproportionately affect other 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 above to identify geographical area(s)	Short explanation of mitigating actions

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

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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:

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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:

Universal Services

Name of SP25 proposal:	SP25 Proposal Reference:
Property Services	EIA – US19 Universal Services

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	John Cantwell	Universal Services	Senior Delivery Manager			30/08/2023	2
		Mike Bridgeman		Assistant Director for Property, Business Development, and Transformation				
2	EIA authoriser	Patrick Blogg	Universal Services	Director of Universal Services			06/09/2023	2
3	EIA Coordinator	Patrick Poyntz-Wright	Universal Services	Capital and Democratic Services Manager			06/09/2023	2

Section one – information about the service and service change

Service affected	Property Services
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<p>Please provide a short description of the service / policy/project/project phase</p>	<p>Hampshire County Council Property Services are commissioned to carry out viability and feasibility studies to test proposals for potential Capital investment to existing or new built assets for internal client directorates. The studies evaluate the time, cost and quality aspects of the proposals to support business cases and funding bids. This work is funded corporately by Hampshire County Council.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>The proposal is to streamline the feasibility activity to reduce the annual spend through the implementation of new controls on commissioning, and management of feasibility work with internal client directorates.</p>

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) 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 further consultation planned. The proposal represents a change in working practices and method, which is not anticipated to have any impact on Hampshire County Council Staff or service users.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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
Basingstoke and Deane	
East Hampshire	
Eastleigh	
Fareham	
Gosport	
Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

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 characteristics marked as neutral.	<p>The proposal seeks to reduce spend on feasibility studies by implementing tighter management controls to ensure that studies carried out are proportionate to the likelihood of the opportunity being taken forward.</p> <p>Mechanisms to manage the budget more closely will need to be put in place now that the teams working on them are spread across Universal Services and 2050 directorates.</p> <p>Whilst there is a risk that reduced feasibility activity may create issues later in projects, the tighter controls over what is delivered should cancel out any impacts, and these would not be felt by any particular group, protected or otherwise.</p>

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 above to identify geographical area(s)	Short explanation of mitigating actions

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

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-consulting¹⁵.
 - 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:

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 proposal seeks to reduce spend on feasibility studies by implementing tighter management controls to ensure that studies carried out are proportionate to the likelihood of the opportunity being taken forward.

Mechanisms to manage the budget more closely will need to be put in place now that the teams working on them are spread across Universal Services and 2050 directorates.

Whilst there is a risk that reduced feasibility activity may create issues later in projects, the tighter controls over what is delivered should cancel out any impacts, and these would not be felt by any particular group, protected or otherwise.

Savings Programme Reference	Service Area
H2050-1	Grants (One-Off Competitive)
H2050-4	Grants (Centrally Administered Revenue)
H2050-5	Grants (Management Funding Agreements)
H2050-2	H2050 Organisational Re-Design
H2050-3	Office Accommodation

Hampshire 2050 Directorate

Name of SP25 proposal:	SP25 Proposal Reference:
Grants (One-Off Competitive)	<i>H2050-1</i>

EIA writer(s) and authoriser

No.		Name	Directorate	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Emma Noyce	H2050	Assistant Director			30/08/2023	2
2	EIA authoriser	Gary Westbrook	H2050	Director			30/08/2023	2
3	EIA Coordinator	Rosellen Lambert	US	Transformation Manager			30/08/2023	2

Section one – information about the service and service change

Service affected	Centrally administered grant funding – one-off competitive funding
Please provide a short description of the service / policy/project/project phase	Currently the County Council provides grant funding to a range of community and not-for-profit organisations through a number of centrally administered schemes. These schemes operate a bidding process, whereby organisations can apply to the County Council throughout the year for grant funding for one-off projects, providing the organisation and the project meet the relevant eligibility criteria. Successful applications will generally be able to demonstrate the sustainability of the project beyond the grant period and applicants should also have secured funding from other sources where possible.

Please explain the new/changed service/policy/project

Changes to centrally administered grant funding may include removing funds no longer required, removing or reducing the number or value of these awards, or providing funding or support in a different way.

This may mean organisations would need to develop their business models to access alternative forms of funding and investment from other sources. This may include greater reliance on funding from national bodies, increasing the generation of income locally through voluntary donations or charging for a service contribution. If sufficient alternative funding cannot be identified, this may result in a reduction in community and cultural service provision.

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) sought 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.

These competitive schemes provide one-off funding and are only available for projects that have not yet commenced. Therefore, the identity of future applicants is unknown.

Published guidance and scheme criteria include a need to reduce reliance on County Council funding and improve financial sustainability in organisations in receipt of grant funding.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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

Sexual orientation		✓				public
Marriage & civil partnership		✓				public
Poverty			✓			public
Rurality			✓			public

Table 2 Geographical impact

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

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

Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

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 population forecast for Hampshire estimates that the ageing of Hampshire’s population is set to continue across the county with the Small Area Population Forecasts suggesting that by 2025 almost 23.3% of Hampshire’s population will be aged 65 or older, 12.3% aged 75 or older and 3.8% aged 85 or older. This may indicate a potential increase in the demand for community organisations to offer activities for older people. Reduced funding may lead to reduced ability of organisations to implement capital improvements such as building extensions and new community facilities for children, families and/or older people.</p> <p>Reduced funding opportunities may lead to a delay in culture and community projects under development while alternative funding sources or opportunities to increase revenue are identified and secured. In some cases, no alternative funding may be available, potentially</p>

	<p>preventing the creation of new opportunities through funded pilots or improved facilities for children, families and/or older people.</p> <p>Local organisations will still have the opportunity to apply for grant support to pump-prime activities through their local County Councillor Grant fund or other grant streams, or the generation of income.</p> <p>Overall, the impact on this characteristic has been assessed as negative-low.</p>
Disability	<p>Census 2021 data shows that 10% of Hampshire residents are classified as disabled under the Equality Act 2010 and consider their day-to-day activities to be impacted a little by their disability, while nearly 6% feel their day-to-day activities are impacted a lot. Both these figures are in line with the average for England, suggesting that while there are a significant number of people with the protected characteristic, a need for targeted activities or facilitated access to cultural and community activities are not disproportionate.</p> <p>Reduced funding opportunities may lead to a delay in culture and community projects under development while alternative funding sources or opportunities to increase revenue are identified and secured. In some cases, no alternative funding may be available, potentially preventing the creation of new opportunities through funded pilots or improved facilities to support activities for disabled people.</p> <p>Local organisations will still have the opportunity to apply for grant support to pump-prime activities through their local County Councillor Grant fund or other grant streams, or the generation of income.</p> <p>Overall, the impact on this characteristic has been assessed as negative-low.</p>
Gender Reassignment	<p>Applications are not generally received for projects or activities targeted to this characteristic. Therefore, the impact has been assessed as neutral.</p>
Pregnancy and maternity	<p>The Joint Strategic Needs Assessment for Hampshire and the Isle of Wight shows a trend of declining numbers of pregnancies occurring annually in Hampshire over the decade from 2010 to 2020. While this suggests a gradually reducing demand for targeted opportunities, this may lead to fewer community-based opportunities being financially sustainable without support,</p>

	<p>leading to consolidation in fewer locations negatively impacting on accessibility. Cultural and community activities, either free to access or subsidised for parents with small children, can provide valuable opportunities for early years development and support for new parents and young families.</p> <p>Reduced funding opportunities may lead to a delay in cultural and community projects under development while alternative funding sources or opportunities to increase revenue are identified and secured. In some cases, no alternative funding may be available, potentially preventing the creation of new opportunities through funded pilots or improved facilities to support activities for this characteristic, such as parenting support groups, parent and toddler groups or changing facilities.</p> <p>Local organisations will still have the opportunity to apply for grant support to pump-prime activities through their local County Councillor Grant fund or other grant streams, or the generation of income.</p> <p>Overall, the impact on this characteristic has been assessed as negative-low.</p>
Race	<p>A small number of competitively awarded grants tend to be to support projects which aim to promote community cohesion and integration, or to celebrate or raise awareness of other cultures. Reduced funding opportunities may lead to a delay in cultural and community projects under development while alternative funding sources or opportunities to increase revenue are identified and secured. In some cases, no alternative funding may be available, potentially reducing the number of such projects delivered in Hampshire.</p> <p>Local organisations will still have the opportunity to apply for grant support to pump-prime activities through their local County Councillor Grant fund or other grant streams, or the generation of income.</p> <p>Overall, the impact on this characteristic has been assessed as negative-low.</p>
Religion or belief	<p>A small number of competitively awarded grants tend to be to support projects which aim to promote community cohesion and integration, or to raise awareness of other faiths and cultures. Reduced funding opportunities may lead to a delay in cultural and community projects under development while alternative funding sources or opportunities to increase</p>

	<p>revenue are identified and secured. In some cases, no alternative funding may be available, potentially reducing the number of such projects delivered in Hampshire.</p> <p>Local organisations will still have the opportunity to apply for grant support to pump-prime activities through their local County Councillor Grant fund or other grant streams, or the generation of income.</p> <p>Overall, the impact on this characteristic has been assessed as negative-low.</p>
Sex	<p>Traditionally a high proportion of participants in cultural and community projects are women. Reduced funding may lead to the reduction or withdrawal of some activities, disproportionately impacting women, or to the delay or reduction in any targeted activities to encourage more men to engage with cultural and community programmes.</p> <p>Reduced funding opportunities may lead to a delay in cultural and community projects under development while alternative funding sources or opportunities to increase revenue are identified and secured. In some cases, no alternative funding may be available, potentially preventing the creation of new opportunities through funded pilots or improved facilities to support activities.</p> <p>Local organisations will still have the opportunity to apply for grant support to pump-prime activities through their local County Councillor Grant fund or other grant streams, or the generation of income.</p> <p>Overall, the impact on this characteristic has been assessed as negative-low.</p>
Sexual orientation	<p>Applications are not generally received for projects or activities targeted to this characteristic. Therefore, the impact has been assessed as neutral.</p>
Marriage and Civil Partnership	<p>Applications are not generally received for projects or activities targeted to this characteristic. Therefore, the impact has been assessed as neutral.</p>
Poverty	<p>Many funded projects are to provide free or subsidised access to cultural or community activities to those from lower income backgrounds or for whom payment is a barrier to participation. Reduced funding opportunities may lead to a delay in such projects under</p>

	<p>development while alternative funding sources are identified and secured. In some cases, no alternative funding may be available, potentially preventing the creation of new opportunities through funded pilots or improved facilities to support activities for those from lower income backgrounds to participate in cultural or community activity.</p> <p>Community organisations in areas with high levels of unemployment or people on low incomes may be less likely to have access to alternative sources of local fundraising such as Parish Council precepts, local sponsorship or fundraising efforts by members of the community. They are, however, more likely to be classified as priority areas for support by other funding bodies.</p> <p>These organisations will still be able to seek alternative funding either through their local County Councillor Grant scheme or other grant streams, or the generation of income through other activity and customer bases to subsidise targeted delivery for this characteristic.</p> <p>Overall, the impact on this characteristic has been assessed as negative-low.</p>
Rurality	<p>The Rural Community Fund is open only to rural communities and a significant proportion of applications to the Leader's Community Fund are also received from rural community groups seeking to improve rural community infrastructure (village halls, etc) and opportunities. Reduced funding opportunities may lead to a delay in cultural and community projects under development while alternative funding sources or opportunities to increase revenue are identified and secured. In some cases, no alternative funding may be available, potentially preventing the creation of new opportunities through funded pilots or improved facilities in rural areas.</p> <p>Rural organisations will still be able to seek alternative funding either through their local County Councillor Grant scheme or other grant streams, or the generation of income.</p> <p>Overall, the impact on this characteristic has been assessed as negative-low.</p>

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 above to identify geographical area(s)	Short explanation of mitigating actions

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

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:

Relevant schemes and grant funds:

[Leaders Community Grants | Hampshire County Council \(hants.gov.uk\)](https://www.hants.gov.uk/leaders-community-grants)

[Rural Communities Fund | Hampshire County Council \(hants.gov.uk\)](https://www.hants.gov.uk/rural-communities-fund)

[Parish and Town Council Investment Fund | Hampshire County Council \(hants.gov.uk\)](https://www.hants.gov.uk/parish-and-town-council-investment-fund)

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:

Hampshire 2050 Directorate

Name of SP25 proposal:	SP25 Proposal Reference:
Grants (Centrally Administered Revenue)	H2050-4

EIA writer(s) and authoriser

No.		Name	Directorate	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Emma Noyce	H2050	Assistant Director	emma.noyce@hants.gov.uk		30/08/2023	2
2	EIA authoriser	Gary Westbrook	H2050	Director	gary.westbrook@hants.gov.uk		30/08/2023	2
3	EIA Coordinator	Rosellen Lambert	US	Transformation Manager	rosellen.lambert@hants.gov.uk		30/08/2023	2

Section one – information about the service and service change

Service affected	Centrally administered grant funding – a number of culture and community organisations receiving revenue funding.
Please provide a short description of the service / policy/project/project phase	<p>The County Council provides centrally administered recurring grant funding to a number of cultural and community organisations and charitable trusts, enabling a range of outcomes to residents and communities across Hampshire.</p> <p>The funding is generally provided through an annually reviewed and awarded revenue grant, sometimes defined through an informal partnership agreement between Hampshire County Council and the partner organisation, to deliver an agreed service or range of services.</p> <p>This proposal will include a review of funding to The Spring, Havant, the Hampshire Association of Local Councils and other culture and community organisations as may be identified through the project.</p>

Please explain the new/changed service/policy/project

Changes to centrally administered grant funding may include removing funds no longer required, removing or reducing the number or value of these awards, or providing funding or support in a different way.

This may mean organisations would need to develop their business models to access alternative forms of funding and investment from other sources. This may include greater reliance on funding from national bodies, increasing the generation of income locally through voluntary donations or charging for a service contribution. If sufficient alternative funding cannot be identified, this may result in a reduction in community and cultural service provision.

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) sought 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.

In some cases, engagement with the key affected organisations has taken place. Discussions, guidance and support over time have emphasised a need to reduce reliance on Council funding and improve financial sustainability in all organisations in receipt of grant funding. Confirmation of the latest annual awards to many of these organisations has included notification that they would be the last grants awarded by the Council for the delivery of these services.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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

Marriage & civil partnership		✓				public
Poverty			✓			public
Rurality			✓			public

Table 2 Geographical impact

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

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

Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

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 population forecast for Hampshire estimates that the ageing of Hampshire's population is set to continue across the county with the Small Area Population Forecasts suggesting that by 2025 almost 23.3% of Hampshire's population will be aged 65 or older, 12.3% aged 75 or older and 3.8% aged 85 or older. This may indicate a potential increase in the demand for cultural or community organisations to offer activities for older people.</p> <p>Reduced funding may lead to reduced ability of organisations to implement capital improvements such as building extensions and new community facilities for children, families and/or older people.</p> <p>Reduced funding may lead to the reduction or withdrawal of some targeted activities for a variety of age groups, or to a delay in cultural and community projects under development while alternative funding sources or opportunities to increase revenue are identified and secured.</p>

	<p>Organisations will still have the opportunity to apply for grant support to pump-prime activities through their local County Councillor Grant fund or other grant streams, other funders, or the generation of income.</p> <p>Overall, the impact on this characteristic has been assessed as negative-low.</p>
Disability	<p>Census 2021 data shows that 10% of Hampshire residents are classified as disabled under the Equality Act 2010 and consider their day-to-day activities to be impacted a little by their disability, while nearly 6% feel their day-to-day activities are impacted a lot. Both these figures are in line with the average for England, suggesting that while there are a significant number of people with the protected characteristic, a need for targeted activities or facilitated access to cultural and community activities are not disproportionate.</p> <p>Reduced funding opportunities may lead to a reduction or withdrawal of some targeted activities for disabled people or to a delay in cultural and community projects under development while alternative funding sources or opportunities to increase revenue are identified and secured. In some cases, no alternative funding may be available, potentially preventing the creation of new opportunities through funded pilots or improvements to facilities to support activities for disabled people.</p> <p>Organisations will still have the opportunity to apply for grant support to pump-prime activities through their local County Councillor Grant fund or other grant streams, other funders, or the generation of income.</p> <p>Overall, the impact on this characteristic has been assessed as negative-low.</p>
Gender Reassignment	<p>The proposal has not been assessed as having a positive or negative impact on this characteristic. The assessment is therefore neutral.</p>
Pregnancy and maternity	<p>The Joint Strategic Needs Assessment for Hampshire and the Isle of Wight shows a trend of declining numbers of pregnancies occurring annually in Hampshire over the decade from 2010 to 2020. While this suggests a gradually reducing need for targeted opportunities, this may lead to fewer local or community-based opportunities being financially sustainable without support, leading to consolidation in fewer locations negatively impacting on accessibility. Cultural and community venues and activities, either free to access or subsidised for parents</p>

	<p>with small children, can provide valuable opportunities for early years development and support for new parents and young families.</p> <p>Reduced funding opportunities may lead to a reduction or withdrawal of some targeted activities for people with this protected characteristic, or to a delay in cultural and community projects under development while alternative funding sources or opportunities to increase revenue are identified and secured. In some cases, no alternative funding may be available, potentially preventing the creation of new opportunities through funded pilots or improved facilities to support activities for this characteristic, such as parenting support groups, or parent and toddler groups.</p> <p>Organisations will still have the opportunity to apply for grant support to pump-prime activities through their local County Councillor Grant fund or other grant streams, other funders, or the generation of income.</p> <p>Overall, the impact on this characteristic has been assessed as negative-low.</p>
Race	The proposal has not been assessed as having a positive or negative impact on this characteristic. The assessment is therefore neutral.
Religion or belief	The proposal has not been assessed as having a positive or negative impact on this characteristic. The assessment is therefore neutral.
Sex	<p>Traditionally, a high proportion of visitors to cultural and community venues are women with young children. Reduced funding may lead to the reduction or withdrawal of some activities, disproportionately impacting women, to the delay or reduction in any targeted activities to encourage more men to engage with cultural and community programmes, or to the closure of a small number of venues.</p> <p>Reduced funding opportunities may lead to a delay in cultural and community projects under development while alternative funding sources or opportunities to increase revenue are identified and secured. In some cases, no alternative funding may be available, potentially preventing the creation of new opportunities through funded pilots or improved facilities to support activities for this characteristic.</p>

	<p>Organisations will still have the opportunity to apply for grant support to pump-prime activities through their local County Councillor Grant fund or other grant streams, other funders, or the generation of income.</p> <p>Overall, the impact on this characteristic has been assessed as negative-low.</p>
Sexual orientation	The proposal has not been assessed as having a positive or negative impact on this characteristic. The assessment is therefore neutral.
Marriage and Civil Partnership	The proposal has not been assessed as having a positive or negative impact on this characteristic. The assessment is therefore neutral.
Poverty	<p>If funding is withdrawn or reduced, this may disproportionately affect free to access services or venues, with paid to access services or venues generating sufficient income to continue operating. This may limit the opportunity for those from lower income backgrounds to participate in cultural or community activity.</p> <p>The Spring delivers services in Havant, the district with the most lower super output areas (LSOA) in Hampshire that fall within the 10% most multiple deprived areas in England.</p> <p>Community organisations in areas with high levels of unemployment or people on low incomes may be less likely to have access to alternative sources of local fundraising such as Parish Council precepts, local sponsorship or fundraising efforts by members of the community. However, they are more likely to be classified as priority areas for support by other funding bodies.</p> <p>Organisations will still have the opportunity to apply for grant support to pump-prime activities through their local County Councillor Grant fund or other grant streams, other funders, or the generation of income.</p> <p>Overall, the impact on this characteristic has been assessed as negative-low.</p>
Rurality	Rural areas may already have more limited access to cultural and community infrastructure than urban areas. Reduced funding may lead to the consolidation of delivery of services in a smaller number of locales, leading to the closure of a small number of venues which may be

	<p>more likely to be in rural locations, reducing accessibility to community and cultural infrastructure and opportunities.</p> <p>Reduced funding opportunities may also lead to a delay in cultural and community projects under development while alternative funding sources or opportunities to increase revenue are identified and secured. In some cases, no alternative funding may be available, potentially preventing the creation of new opportunities through funded pilots or improved facilities in rural areas.</p> <p>Organisations will still have the opportunity to apply for grant support to pump-prime activities through their local County Councillor Grant fund or other grant streams, other funders, or the generation of income.</p> <p>Overall, the impact on this characteristic has been assessed as negative-low.</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 above to identify geographical area(s)	Short explanation of mitigating actions

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

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:

Annually funded organisations which may be specifically affected by any changes to grant funding:

[The Spring Arts & Heritage Centre | Havant, Hampshire](#)
[Home | HALC \(hampshirealc.org.uk\)](#)

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:

Hampshire 2050 Directorate

Name of SP25 proposal:	SP25 Proposal Reference:
Grants (Management Funding Agreements)	H2050-5

EIA writer(s) and authoriser

No.		Name	Directorate	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Emma Noyce	H2050	Assistant Director	Emma.noyce@hants.gov.uk		30/08/2023	2
2	EIA authoriser	Gary Westbrook	H2050	Director	Gary.westbrook@hants.gov.uk		30/08/2023	2
3	EIA Coordinator	Rosellen Lambert	US	Transformation Manager	Rosellen.lambert@hants.gov.uk		30/08/2023	2

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Section one – information about the service and service change

Service affected	Centrally administered grant funding – Hampshire Cultural Trust and Energise Me
Please provide a short description of the service / policy/project/project phase	<p>The County Council has a Management Funding Agreement with two organisations which deliver services previously administered by the County Council: Hampshire Cultural Trust (“the Trust”) and Energise Me.</p> <p><u>The Agreement with Hampshire Cultural Trust provides</u> funding for the purposes of i) managing the County Council’s arts and museum collections and the management and operation of a number of cultural venues and properties on behalf of the County Council and ii) the provision of arts and museum outreach activities for the benefit of the public.</p> <p>Winchester City Council also has a similar relationship with the Trust and provides funding for elements of its portfolio. The Trust is also an Arts Council England National</p>

	<p>Portfolio Organisation and receives funding from this source to support elements of its programme.</p> <p>Overall, the Trust occupies 21 properties comprising museums, art galleries, art centres and unique, historical attractions, 17 of which are leased from the County Council. One venue is outside the Hampshire borders. It also manages the County Council's and Winchester City Council's accredited collections from its base in Chilcomb House.</p> <p>The Trust welcomes almost 635,000 visits to its venues annually. In the last five years it has delivered 27 targeted social impact programmes, working with 6,200 participants and more than 90 partners. It is supported by more than 400 volunteers.</p> <p><u>The Agreement with Energise Me</u> provides funding for core costs and additional contributions to various schemes. In return for funding from the County Council, Energise Me runs the Hampshire County Council Talented Athlete Scheme and Hampshire County Council Coaching Bursary scheme.</p> <p>The Period 2 of Management Funding agreement with Energise Me expires on 31 March 2024. After this Hampshire County Council has no obligation to provide further funding. In July 2022 an Executive Member decision confirmed that funding would be awarded for the financial years 2022/23 and 2023/24 and that this would be the final award to Energise Me.</p> <p>Energise Me is a charity that champions physical activity for all in Hampshire and the Isle of Wight. The majority of Energise Me's funding is derived from Sport England.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>Changes through funding provided in accordance with Management Funding agreements may include reducing funding or ending funding where the term of the agreement has completed.</p> <p>The organisations would need to develop their business models to access alternative forms of funding and investment from other sources, increasing the generation of income and identifying operational efficiencies. If sufficient alternative funding cannot be identified, this may result in a reduction in community and cultural service provision.</p>

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) sought 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.

Engagement with the Trust has taken place and a collaborative project between the County Council and the Trust is underway to explore and develop more financially sustainable business models and portfolio, to strengthen the longer-term financial viability and independence of the Trust. Further work and exploration may lead to changes on a venue-by-venue basis that require revised Equality Impact Assessments.

Detailed conversations were held with Energise Me in 2022 which led to the decision to provide a final award of funding for the period 2022/23 and 2023/24.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts 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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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

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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	✓
Basingstoke and Deane	
East Hampshire	
Eastleigh	
Fareham	
Gosport	
Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

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>Traditionally, cultural venues and activities may be accessed more by families with young children, students and older people.</p> <p>The population forecast for Hampshire estimates that the ageing of Hampshire’s population is set to continue across the county with the Small Area Population Forecasts suggesting that by 2025 almost 23.3% of Hampshire’s population will be aged 65 or older, 12.3% aged 75 or older and 3.8% aged 85 or older. This may indicate a potential increase in the demand for cultural activities for older people.</p> <p>Reduction in levels of funding may lead to a delay in projects under development, including general access activities and those targeted to specific age groups, while alternative funding sources or opportunities to increase revenue are identified and secured. In some cases, no alternative funding may be available, potentially meaning the withdrawal of activities or the closure of a small number of venues. As well as impacting visitors, this may impact on staff and/or volunteers if their roles cannot be relocated to other venues.</p> <p>The Talented Athlete Scheme specifically supports young people in sport. If funding is reduced or removed, then fewer young people may be supported, or young people may be supported to a lesser extent.</p> <p>Both organisations will still have the opportunity to apply for grant support to pump-prime activities and other grant streams, including national funding bodies, for the generation of income.</p> <p>Overall, the impact on this characteristic has been assessed as negative-low.</p>
Disability	<p>The Trust welcomes almost 635,000 visits to its venues annually, but the County Council does not have these visit figures disaggregated by protected characteristic. The County Council also</p>

	<p>does not have target programme participants, staff numbers or volunteer numbers disaggregated by programme participants.</p> <p>Census 2021 data shows that 10% of Hampshire residents are classified as disabled under the Equality Act 2010 and consider their day-to-day activities to be impacted a little by their disability, while nearly 6% feel their day-to-day activities are impacted a lot. Both these figures are in line with the average for England, suggesting that while there are a significant number of people with this protected characteristic, a need for targeted activities or facilitated access to cultural and community activities are not disproportionate.</p> <p>Reduction in levels of funding may lead to a delay in projects under development, including general access activities and those targeted to those with this protected characteristic, while alternative funding sources or opportunities to increase revenue are identified and secured. In some cases, no alternative funding may be available, potentially meaning the reduction or withdrawal of some targeted activities for disabled people, delays in any planned projects to improve accessibility of venues, or the closure of a small number of venues, which may impact on the ability of disabled people to travel to their nearest cultural venue operated by the Trust. As well as impacting visitors, this may impact on staff and/or volunteers if their roles cannot be relocated to other venues.</p> <p>The Trust will still have the opportunity to apply for grant support to pump-prime activities through the local County Councillor Grant fund opportunities relevant to each venue, other grant streams, including national funding bodies, or the generation of income.</p> <p>Overall, the impact on this characteristic has been assessed as negative-low.</p>
Gender Reassignment	<p>The proposal has not been assessed as having a positive or negative impact on this characteristic. The assessment is therefore neutral.</p>
Pregnancy and maternity	<p>The Trust welcomes almost 635,000 visits to its venues annually, but the County Council does not have these visit figures disaggregated by protected characteristic.</p> <p>The County Council also does not have target programme participants, staff numbers or volunteer numbers disaggregated by programme participants. Cultural venues and activities,</p>

	<p>either free to access or subsidised for parents with small children and can provide valuable opportunities for early years development and support for new parents and young families.</p> <p>Reduction in levels of funding may lead to a delay in projects under development, including general access activities and those targeted to those with this protected characteristic, while alternative funding sources or opportunities to increase revenue are identified and secured. In some cases, no alternative funding may be available, potentially meaning the reduction or withdrawal of some targeted activities. It may also lead to the closure of a small number of venues, which may impact on the ability of people with this protected characteristic to travel to their nearest cultural venue operated by the Trust. As well as impacting visitors, this may impact on staff and/or volunteers if their roles cannot be relocated to other venues.</p> <p>The Trust will still have the opportunity to apply for grant support to pump-prime activities through the local County Councillor Grant fund opportunities relevant to each venue, other grant streams, including national funding bodies, or the generation of income.</p> <p>Overall, the impact on this characteristic has been assessed as negative-low.</p>
Race	The proposal has not been assessed as having a positive or negative impact on this characteristic. The assessment is therefore neutral.
Religion or belief	The proposal has not been assessed as having a positive or negative impact on this characteristic. The assessment is therefore neutral.
Sex	<p>The Trust welcomes almost 635,000 visits to its venues annually, but the County Council does not have these visit figures disaggregated by protected characteristic. The County Council also does not have target programme participants, staff numbers or volunteer numbers disaggregated by programme participants.</p> <p>Traditionally, a high proportion of visits to cultural venues are women. Reduced funding may lead to the reduction or withdrawal of some activities, disproportionately impacting women, to the delay or reduction in any targeted activities to encourage more men to engage with cultural programmes, or to the closure of a small number of venues. As well as impacting visitors, this may impact on staff and/or volunteers if their roles cannot be relocated to other venues.</p>

	<p>Both the Talented Athlete Scheme and the support for coaching, volunteering and officials provided by Energise Me seek to increase equality in representation from young women. Reduced funding may affect the ability of this scheme to reach as many young women in sport, or to provide the same level of support. Non-grant support to individuals is also provided through the Talented Athlete Scheme, for example through free access to local training facilities.</p> <p>Both organisations will still have the opportunity to apply for grant support to pump-prime activities and other grant streams, including national funding bodies, for the generation of income.</p> <p>Overall, the impact on this characteristic has been assessed as negative-low.</p>
Sexual orientation	The proposal has not been assessed as having a positive or negative impact on this characteristic. The assessment is therefore neutral.
Marriage and Civil Partnership	The proposal has not been assessed as having a positive or negative impact on this characteristic. The assessment is therefore neutral.
Poverty	<p>The Trust welcomes almost 635,000 visits to its venues annually, but the County Council does not have these visit figures disaggregated by this characteristic. The County Council also does not have target programme participants, staff numbers or volunteer numbers disaggregated by programme participants.</p> <p>A small number of venues operated by the Trust are located in districts of Hampshire with three or more lower super output areas (LSOA) that fall within the 20% most multiple deprived areas in England. Collectively, these venues contribute around 80,000 to this total visit number. Venues in districts encompassing any of the 10% most multiple deprived LSOAs contribute around 30,000 visits.</p> <p>If sufficient alternative funding is not identified, reductions in funding may disproportionately affect low cost or free to access activities or venues, with venues able to attract higher ticket-paying visits more likely to generate sufficient income to be financially self-sustaining. This may limit the opportunity for those from lower income backgrounds to participate in cultural activity if local venues reduce their offer or close and the cost of travelling to other venues is</p>

	<p>too high. As well as impacting visitors, this may impact on staff and/or volunteers if their roles cannot be relocated to other venues.</p> <p>Venues in less affluent districts may be less able to attract local sponsorship or to benefit from local fundraising, but more able to attract alternative funds from national funding bodies, as these areas are more likely to be classified as being in priority areas for support by other funding bodies. For example, as an Arts Council England National Portfolio Organisation, the Trust currently receives funding from this body to deliver services in Gosport and Rushmoor.</p> <p>The Talented Athlete Scheme provides equitable routes into sport by providing funding – a reduction in funding may disproportionately affect young people from lower income backgrounds. Non-grant support to individuals is also provided through the Talented Athlete Scheme, for example through free access to local training facilities.</p> <p>Both organisations will still have the opportunity to apply for grant support to pump-prime activities and other grant streams, including national funding bodies, for the generation of income.</p> <p>Overall, the impact on this characteristic has been assessed as negative-low.</p>
Rurality	<p>The Trust welcomes almost 635,000 visits to its venues annually, but the County Council does not have these visit figures disaggregated by this characteristic. The County Council also does not have target programme participants, staff numbers or volunteer numbers disaggregated by programme participants.</p> <p>A small number of venues operated by the Trust are located in rural areas of Hampshire and collectively these venues contribute around 24,000 to this total visit number.</p> <p>Venues in less densely populated rural areas may be less likely to attract sufficient ticket-paying visits to be financially self-sustaining, but more able to attract alternative funds from national funding bodies, as these areas are more likely to be classified as being in priority areas for support by other funding bodies. For example, as an Arts Council England National Portfolio Organisation, the Trust currently receives funding from this body to deliver services in the New Forest.</p>

	<p>If sufficient alternative funding is not identified, reductions in funding may disproportionately affect rural venues, with venues able to attract higher levels of visits more likely to generate sufficient income to be financially self-sustaining. This may limit the opportunity for those from rural areas to participate in cultural activity if local venues reduce their offer or close. Rural communities are also more likely to experience reduced transport infrastructure, reducing the ability to travel to less-local alternative venues operated by the Trust. As well as impacting visitors, this may impact on staff and/or volunteers if their roles cannot be relocated to other venues.</p> <p>The Trust will still have the opportunity to apply for grant support to pump-prime activities through the local County Councillor Grant fund opportunities relevant to each venue, other grant streams, including national funding bodies, or the generation of income.</p> <p>Overall, the impact on this characteristic has been assessed as negative-low.</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 above to identify geographical area(s)	Short explanation of mitigating actions

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

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:

[Visit | Hampshire Cultural Trust \(hampshireculture.org.uk\)](http://hampshireculture.org.uk)

[Hampshire Talented Athlete Scheme - Energise Me](#)

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:

Hampshire 2050

Name of SP25 proposal:	SP25 Proposal Reference:
H2050 Organisational Re-Design	H2050-2

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Emma Noyce	H2050	Assistant Director	Emma.noyce@hants.gov.uk		07.07.2023	1
2	EIA authoriser	Gary Westbrook	H2050	Director	Gary.westbrook@hants.gov.uk		07.07.2023	
3	EIA Coordinator	Patrick Poyntz-Wright	Universal Services	Capital and Democratic Services Manager	patrick.poyntz-wright@hants.gov.uk		07.07.2023	

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Section one – information about the service and service change

Service affected	Hampshire 2050 – Economy and Skills and Culture, Community and Key Programmes teams
Please provide a short description of the service / policy/project/project phase	<p>Hampshire 2050 as a Directorate was formed in January 2023. The purpose of this Directorate is to drive forward the Hampshire 2050 Vision and the Serving Hampshire Strategic Plan outcomes through an integrated strategic approach, co-ordinating efforts within and beyond the County Council to deliver greater impact for our people and community.</p> <p>The Directorate consists of three branch areas:</p> <ul style="list-style-type: none"> - Land and Assets - Skills, Economy and Spatial Planning

Please explain the new/changed service/policy/project

- Culture, Community and Strategic Programmes

The roles, responsibility and remit of the Director and Assistant Directors were reviewed as part of the first phase of organisational redesign in late 2022 and these positions have now been confirmed. However, the service areas sitting under each Assistant Director have not yet been reviewed in light of the organisational restructure and future requirements of the H2050 Directorate.

The Directorate currently consists of 159 staff (149 FTE) as at 30 June 2023

The purpose of this project is to review the functions and structure of the Directorate to ensure it is best able to deliver the objectives described above, in line with the County Council's overall vision.

This review has not yet commenced, so it is not yet possible to describe how the functional areas might be structured or operate differently in the future. Through the course of the project, options will be developed which may include:

- Some functions ending or reducing in scope
- Some functions increasing in priority or emphasis
- Different groupings of services within the overall directorate structure
- Different operating models and ways of working
- Embedding of current functions and responsibilities elsewhere in the Directorate or wider organisation

The priority areas for review include:

- Economic Development & Skills
- Spatial Planning
- Strategic Transport
- Climate change

Staff:

Until the organisational redesign is more fully scoped and developed, it is not possible to specify detailed staff impacts, so this EIA will be regularly reviewed and updated as the project progresses. However, potential impacts may include:

- A reduction in overall staffing (potentially up to c 32 FTE)
- Changes in role profiles, roles and responsibilities
- Staff working within a different structure or reporting to different managers
- Additional responsibilities within scope of current role profile

Public:

Given the strategic place-making function of the Directorate, it is difficult to draw a direct link between short term organisational changes and any long-term impact to the public. The intention of the review is that any long-term impacts will be adequately mitigated through a greater focus and targeting of work, leading to an improved relationship between the County Council's strategic place-making role and its day-to-day operational delivery and, ultimately, better outcomes for people.

However, there is potential for the County Council to end its involvement in some areas of work which may have some long-term impacts. For example, losing the whole economic development function could impact upon Hampshire's economic recovery and weaken capability to negotiate any devolution settlement (e.g., County Deal). It would ultimately translate into lost investment, skills, and jobs.

As the organisational review is at such an early stage, and the intention of the review is to ensure that the future organisational structure will improve outcomes for Hampshire as a place and its residents, all public impacts have been judged as neutral. This will be revised and updated throughout the project as greater clarity is developed about the scope and impacts of the review.

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) sought 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?

The Hampshire 2050 Vision and Serving Hampshire Strategic Plan set out the strategic direction of travel, which will inform the organisational redesign.

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

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

Staff affected will be consulted in accordance with our statutory obligations and the County Council's employment policy requirements.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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	Y
Basingstoke and Deane	
East Hampshire	
Eastleigh	
Fareham	
Gosport	
Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

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>Staff: The age profile of the directorate is as follows: 20-29 18% 30-39 19% 40-49 28% 50-59 26% 60-69 8% 70+ 1%</p> <p>Whilst the redesign is not yet scoped, there is no reason that it should have disproportionate impacts on any particular age group.</p> <p>Public: All public impacts have been assessed as neutral as the scope of the project has yet to be defined, so it is not yet possible to say what the direct impacts to the public will be. Whilst some areas of work may be scaled down or ended, the intended outcome of the review is that the County Council is better able to meet the needs of its' residents through increased strategic capability and place-shaping. The intention is, therefore, that the long term impacts are neutral or positive in all cases.</p>
Disability	<p>Staff: 9% of staff in the Directorate have identified that they have a disability. This is slightly higher than the overall County Council workforce figure of 4.5%. Whilst the redesign is not yet scoped, there is no reason that it should have disproportionate impacts on staff with a disability.</p> <p>Public: Impacts as per those recorded above.</p>
Gender reassignment	<p>This data is not available for the H2050 Directorate. Whilst the redesign is not yet scoped, there is no reason that it should have disproportionate impacts on gender reassignment.</p> <p>Public: Impacts as per those recorded above.</p>

Pregnancy and maternity	This data is not available for the H2050 Directorate. Whilst the redesign is not yet scoped, there is no reason that it should have disproportionate impacts on pregnancy or maternity. Relevant policies will be followed for any staff affected. Public: Impacts as per those recorded above.
Race	This data is not yet available for the H2050 Directorate. Whilst the redesign is not yet scoped, there is no reason that it should have disproportionate impacts on gender reassignment. Public: Impacts as per those recorded above.
Religion or belief	This data is not yet available for the H2050 Directorate. Whilst the redesign is not yet scoped, there is no reason that it should have disproportionate impacts on religion or belief. Public: Impacts as per those recorded above.
Sex	52% of staff identify as female, 48% as male. Whilst the redesign is not yet scoped, there is no reason that it should have disproportionate impacts on sex. Public: Impacts as per those recorded above.
Sexual orientation	This data is not yet available for the H2050 Directorate. Whilst the redesign is not yet scoped, there is no reason that it should have disproportionate impacts on sexual orientation. Public: Impacts as per those recorded above.
Marriage & civil partnership	This data is not available for the H2050 Directorate. Whilst the redesign is not yet scoped, there is no reason that it should have disproportionate impacts on marriage and civil partnership. Public: Impacts as per those recorded above.
Poverty	As the review is not yet scoped, it is not yet possible to identify which grades will be impacted so this element of the assessment will be reviewed as the project progresses. Overall H2050 has a relatively small number of FTEs on lower grades (D and below). Public: Impacts as per those recorded above.
Rurality	This data is not available for the H2050 Directorate. Whilst the redesign is not yet scoped, there is no reason that it should have disproportionate impacts on rurality. Public: Impacts as per those recorded above.

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 above to identify geographical area(s)	Short explanation of mitigating actions
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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

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:

A full impact assessment cannot be completed until more detailed options and proposals have been developed and the impact on specific groups of staff and service users can be determined. At this stage potential impacts have been identified at a Directorate level using data available in relation to all staff and breadth of service users. The impact assessment will therefore be reviewed on a regular basis as the programme of work progresses.

Due to the relatively small numbers of staff in each branch of the directorate, some members of staff may choose not to disclose protected characteristics within workforce data. This means that there is a small chance that there may be more staff with protected characteristics than figures indicate.

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:

Hampshire 2050

Name of SP25 proposal:	SP25 Proposal Reference:
Office Accommodation	H2050-3

EIA writer(s) and authoriser

No.		Name	Directorate	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Rebecca Thompson	H2050	Strategic Manager	Rebecca.thompson@hants.gov.uk		08/08/2023	2
2	EIA authoriser	Gary Westbrook	H2050	Director of Hampshire 2050	gary.westbrook@hants.gov.uk		17/08/2023	2
3	EIA Coordinator	Rosellen Lambert	Universal Services	Transformation Manager	rosellen.lambert@hants.gov.uk		08/08/2023	2

Section one – information about the service and service change

Service affected	<ul style="list-style-type: none"> • All County Council staff and services currently accommodated within the County Council offices, district council offices and other buildings within scope of the review. • FM teams providing operational building management. • Employees of partner organisations and tenants. • Members, volunteers, and workers including agency staff, contractors and suppliers of service. • Service users, visitors and general members of the public making enquiries.
Please provide a short description of the service / policy/project/project phase	Hampshire County Council provides circa 5,000 workstations and work accommodation across its estate for staff who are predominantly office based. Following the Covid pandemic and introduction of new ways of working the County Council requires considerably less office space and therefore is seeking to rationalise its requirement and

	dispose of surplus accommodation to improve organisational efficiency and make cost savings.
Please explain the new/changed service/policy/project	A review and rationalisation of the County Council's office portfolio and associated corporate buildings is taking place to achieve increased utilisation of retained buildings and reduce ongoing revenue costs. This will result in some staff and services being relocated to alternative retained properties and may include co-location of services.

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) sought 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.

- Engagement has been undertaken with Corporate Management Team (CMT), the Leader and Cabinet to establish the scope of the programmes.
- There is ongoing engagement with CMT, Directorate Management Teams (DMTs), Directorate Transformation Leads (DTLs) and Heads of Service to establish future accommodation needs and develop proposals which will identify surplus any retained accommodation. The strategy is also informed by the Corporate Staff survey.
- There will continue to be engagement with CMT, DMTs, DTLs and Heads of Service to consider options and proposals for the relocation of staff and services to alternative retained buildings.
- There will be further consultation with Assistant Directors and Heads of Service regarding potential impacts at a service level for both staff and service users.
- Where partners are also located in our buildings, engagement will also take place with them.

- There will be engagement with Staff Networks around potential impacts on specific groups.
- Services will undertake formal consultation with their staff regarding any proposed contractual change of work base in conjunction with Human Resources and in accordance with HCC employment policies.
- Services will lead any formal consultation with their service users regarding any proposed change to delivery location.
- The Leader and Cabinet will receive regular briefings.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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
Basingstoke and Deane	Yes
East Hampshire	Yes
Eastleigh	Yes

Fareham	Yes
Gosport	Yes
Hart	Yes
Havant	Yes
New Forest	Yes
Rushmoor	Yes
Test Valley	Yes
Winchester	Yes

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>Organisation age profile: The County Council workforce has an even distribution of age groups above 25, across all Directorates.</p> <p>Service user age profile: service users span all age groups from young children to older adults.</p> <p>Evidence is clear that the prevalence of disability increases with age. Disability, measured as Limitations on Activities of Daily Living (LADL), affects 40% of older people aged 60, and 75% of those aged 80 and above. The disability is severe for 20% of older people aged 60 and 50% of those aged</p>

	<p>80 and above. Source Age UK: rb_may16_cpa_rapid_review_diversity_in-older_age_disability.pdf (ageuk.org.uk). This is considered as part of the analysis of impact for disabled employees and service users.</p> <p>Co-location of services into shared buildings may improve accessibility for those users of multiple services.</p> <p>In balance, therefore, the impact on this characteristic has been assessed as neutral.</p>
Disability	<p>5.4% of employees record themselves as having a physical or mental health conditions or illness lasting or expected to last for 12-months or more.</p> <p>Government Report (Office for National Statistics, October – December 2020) noted that 20% of working age adults report to have a disability.</p> <p>Any relocation of staff may have implications for those who are disabled. For example, staff with a physical disability may require wheelchair access, or need to be based on the ground floor of a building if it doesn't have a lift. The needs of those with any nonphysical disability will also be considered, for example, some mental health conditions may be exacerbated by a more intense use of office space, hence the provision of break out spaces and smaller spaces for quiet working will remain important. Where staff with a disability may be unduly impacted by a change to their office accommodation, this will be managed and mitigated through the existing legal framework and corporate policy relating to the employer making reasonable adjustments in the workplace to meet the needs of disabled staff.</p> <p>Where service users require access to buildings, the suitability of accommodation in respect of service users with a disability will be considered as part of the options assessment and proposed outcome to ensure that services remain accessible and with suitable facilities. Co-location of services into shared buildings may improve accessibility for those users of multiple services.</p> <p>In balance, therefore, the impact on this characteristic has been assessed as neutral.</p>
Gender reassignment	<p>There is limited data available to determine the proportion of staff (only 4.2% of staff have provided information on gender identity) or services users potentially impacted. Impacts will be considered through any information gathered through appropriate consultation with County Council staff networks and service users. Availability of facilities such as gender-neutral toilets will be considered in determining future accommodation provision.</p> <p>Overall, the impact on this characteristic has been assessed as neutral.</p>

Pregnancy and maternity	<p>358 staff were identified as starting or being on maternity leave in the year to 31 March 2023, with 60 starting or being on paternity leave, 9 shared parental leave and 4 adoption leave. Relocation of staff may have implications for those staff that are pregnant, for example access to workspace if a building does not have a lift or impacts on transport arrangements. Staff returning from maternity or parental leave may also have experienced lower incomes and therefore be more impacted in changes to travel costs.</p> <p>Changes in the location of services, where these services have a higher proportion of service users who are pregnant or parents and families may also be disproportionately impacted. Accessibility of services to these cohorts will be considered as proposals are developed and potential changes to services accommodation can be identified. Co-location of services into shared buildings may improve accessibility for those users of multiple services.</p> <p>In balance, therefore, the impact on this characteristic has been assessed as neutral.</p>
Race	<p>91% of our staff classify themselves as white and 9.4% classify themselves as from an ethnic minority. There is a greater representation of ethnic minority staff in grades A-C. Therefore, any changes to work base which could result in increased travel costs may have a negative impact. Conversely concentrating services in locations such as town centres which have the greatest access to public transport is likely to benefit lower waged staff.</p> <p>Overall, the impact on this characteristic has been assessed as neutral.</p>
Religion or belief	<p>62% of employees declare their religion or belief and Census 2021 figures show 46% of Hampshire residents are Christian and 43% have no religion or belief (Census 2021) reflecting the highest percentages of our employees. Consolidation into fewer larger properties may facilitate the ability to provide dedicated space for faith requirements.</p> <p>Overall, the impact on this characteristic has been assessed as neutral.</p>
Sex	<p>The County Council workforce is predominantly female (76%) with a significant proportion of that workforce also being part-time (43%, compared to 38% full time female workers, 5% male part time and 18% male full time). Therefore female staff are more likely to be affected by impacts such as accessibility and cost of travel also identified in relation to poverty. Proposals will carefully consider mitigations.</p> <p>A higher proportion of services users for a number of services in scope for potential relocation are female, particularly in relation to services for children and families and therefore the impacts of</p>

	<p>changes to these services will be greater. Impacts and mitigations will be considered through appropriate service user consultation.</p> <p>At this stage, the impact on this characteristic has been assessed as neutral, but this assessment will continue to be reviewed as more detailed options and proposals are developed.</p>
Sexual orientation	<p>There is a significant gap in sexual orientation data for County Council staff (44%). Census 2021 comparison data shows that 97% of Hampshire 16+ age groups identify as straight or heterosexual and 3.3% identify otherwise (this data excludes residents who did not answer this question). This compares to 5.4% of employees declaring a minority sexual orientation at the Council. Engagement with County Council staff networks and services will be undertaken to identify any potential impacts and associated mitigation measures.</p> <p>Overall, the impact on this characteristic has been assessed as neutral.</p>
Marriage & civil partnership	<p>It is not considered that changes in accommodation will have a disproportionate impact on staff who are married or in civil partnerships.</p> <p>If proposed changes impact on the location of registration services, which includes marriage and civil partnerships, the impact on access to these services by Hampshire residents will be considered.</p> <p>Overall, the impact on this characteristic has been assessed as neutral.</p>
Poverty	<p>Roughly a third of staff are on grades A-C. Service users in low wage brackets / unemployment may be more likely to access some of the County Council's services. Issues of access, travel costs and transport availability are key factors for consideration. Location of work base and service delivery points could impact these cohorts either positively or negatively depending on the specific changes to accommodation. Impacts and mitigations will be considered through appropriate consultation.</p> <p>At this stage, the impact on this characteristic has been assessed as neutral, but this assessment will continue to be reviewed as more detailed options and proposals are developed.</p>
Rurality	<p>Approximately 75% of Hampshire is classified as rural and these areas are home to 300,000 people, 21.8% of the County's total population.</p> <p>Hampshire's rural population is set to age more than its urban counterparts, with significantly more growth amongst the very old (namely those aged 85 and over) in rural areas compared to Hampshire's urban centres.</p>

	<p>In the sparser areas there may only be irregular services or services on certain days only, there are still reasonable proportions of residents living in rural areas who do not own a car. Research suggests these are more likely to be vulnerable groups such as the elderly, the disabled and the unemployed. (Socio-economic profile of rural Hampshire 2016).</p> <p>If an office building is closed staff living in rural locations may need to travel further to reach their designated office base. This would be managed through the existing HR policy relating to a change of designated work base. The drop-in facilities strategy is under review and may result in different County Council managed locations becoming available for staff to use as drop-in potentially making these more accessible for staff in rural areas. Staff across the authority have been enabled to work flexibly as a result of the rollout of mobile devices and IT services and through updating of flexible working policies following Covid.</p> <p>A parking policy was adopted by the County Council following Covid which guarantees Parking Permits to staff who require the use of a car for their role.</p> <p>If a service is relocated to an alternative building, service users may need to travel further to access services. Equally, services may be relocated to locations that are more easily accessed by public transport or car resulting in a positive impact. Transport requirements and options will be considered as part of assessing options for future location of relevant services.</p> <p>Overall, the impact on this characteristic has been assessed as neutral.</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 above to identify geographical area(s)	Short explanation of mitigating actions

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

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:

At this stage potential impacts have been identified at a high level across all locations, using data available in relation to all staff and breadth of service users. Once more detailed options and proposals have been developed and the impact on specific groups of staff and service users has been determined, including through the outcomes of consultation, less generalised impacts may be identified and will be considered. This Equality Impact Assessment will therefore be reviewed on a regular basis as the programme of 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:

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Corporate Services Equality Impact Assessments

Directorate	Savings Programme Reference(s)	Service Area
Corporate Operations	IT01	IT Services
	IT02	
	IT03	
	IT04	
	IT05	
	IBC01	Shared Services – Integrated Business Centre
	IBC02	
	IBC03	
	IA01	Internal Audit
	Fin01	Finance Services
	PIB01	Pensions, Investments and Borrowing
	SP01	Strategic Procurement
People and Organisation	CE01	Communications and Engagement
	EP01	Emergency Planning
	D01	Democratic & Member Services, and Information Compliance
	HR01	HR and Organisational Development, including Education Personnel Services and Corporate Health and Safety
	OD01	
	EPS01	
	HS01	
	L01	Legal Services

Corporate Operations

Name of SP25 proposal:	SP25 Proposal Reference:
IT Services Savings: <ul style="list-style-type: none"> Technology Consolidation & Rationalisation Supply Chain Efficiency Operating Model Efficiencies Other Efficiencies Service Reductions 	EIA – IT01, IT02, IT03, IT04, IT05 Corporate Operations 2023.06.26

EIA writer(s) and authoriser

No.		Name	Directorate	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Simon Williams	Corporate Operations - IT	Head of IT	simon.williams2@hants.gov.uk	0370 779 7809	26.06.2023	1.0
2	EIA authoriser	Rob Carr	Corporate Operations	Director of Corporate Operations	rob.carr@hants.gov.uk	01962 847400	14.08.2023	2.0
3	EIA Coordinator	Amanda Cadden	People & Organisation	Equality and Engagement Programme Manager	Amanda.cadden@hants.gov.uk	03707 796837	27.06.2023	1.0

Section one – information about the service and service change

Service affected	IT Services
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<p>Please provide a short description of the service / policy/project/project phase</p>	<p>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.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>IT Services will deliver efficiencies and savings based on 4 themes:</p> <ol style="list-style-type: none"> 1. IT01 - Removal of redundant technology, consolidating technology to remove duplication, and reviewing the future business and technical specification requirements for new equipment. 2. IT02 - Re-harvesting of licenses and contract renegotiations 3. IT03 - Restructuring and consolidation of teams to remove posts 4. IT04 - Reduction in training, travel and contingency budgets 5. IT05 - Reduction in data retention period, Removal of non-essential telephony services, removal of subsidy for the public to contact via telephone.

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) 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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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		✓				Public
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	Most of the changes affect back-end infrastructure and payments to 3 rd party suppliers. Where County Council staff will be impacted e.g., IT03, some teams in IT may undergo a restructure this will be undertaken in line with Corporate HR policy. Given that everyone has at least 5 protected characteristics (Age, Sex, Race, Sexual Orientation, Religion & belief) then inherently these will be negatively impacted to a low level.
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.

Poverty	IT05 - Removal of subsidy for the public to contact via telephone may negatively impact those on lower incomes, however, there are alternative ways to contact the County Council which mitigates this impact.
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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 above 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	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:

The proposed changes are mainly technical in nature. Those changes affecting staff will be undertaken in line with Corporate HR policy. The only small potential impact to the public in IT05 already has an appropriate mitigation in place.

Corporate Operations

Name of SP25 proposal:	SP25 Proposal Reference:
Shared Services – Integrated Business Centre Ongoing Partnership efficiencies, demand reduction and removal of legacy activities as well as HCC General Enquiries efficiencies through channel shift and position removal	EIA – IBC01, IBC02, IBC03 Corporate Operations 2023.06.22

EIA writer(s) and authoriser

No.		Name	Directorate	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Sean Stringer	Corporate Operations	Assistant Director – Shared Services	Sean.stringer@hants.gov.uk	0370 779 8299	22.06.2023	1.0
2	EIA authoriser	Rob Carr	Corporate Operations	Director of Corporate Operations	rob.carr@hants.gov.uk	01962 847400	14.08.2023	2.0
3	EIA Coordinator	Gail Tong	Corporate People and Organisation	Equality and Engagement Officer	Gail.tong@hants.gov.uk	03707 798170	30.06.2023	1.0

Section one – information about the service and service change

Service affected	The Integrated Business Centre. (IBC) This service provides the transactional infrastructure for HR, Payroll and Finance activities across the County Council (including maintained schools) and a growing
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	<p>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 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><u>IBC:</u> 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>Savings will be delivered through headcount reduction, achieved through effective vacancy management. There is no impact in these saving proposals on the front-line service delivery of the County Council.</p> <p><u>HCC General Enquiries:</u> 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, by developing online channel shift and by ensuring</p>

queries from members of the public are directed to front line service directorates in the most efficient and automated manner for resolution.

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) 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 required. Any FTE reduction will be managed through natural attrition and removal of vacant 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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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
All	Any FTE reduction will be delivered through natural attrition and removal of vacant posts.

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 above to identify geographical area(s)	Short explanation of mitigating actions

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

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:

As there are only neutral impacts it is not considered that a full EIA is necessary. This is consistent with the approach taken previously, which have contained similar savings proposals for this Service.

Corporate Operations

Name of SP25 proposal:	SP25 Proposal Reference:
Internal Audit - income generation	<i>EIA IA-01</i> Corporate Operations 2023.06.15

EIA writer(s) and authoriser

No.		Name	Directorate	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	15.06.2023	1.0
2	EIA authoriser	Rob Carr	Corporate Operations	Director of Corporate Operations	rob.carr@hants.gov.uk	01962 847400	14.08.2023	1.0
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	28.06.2023	1.0

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	The Southern Internal Audit Partnership is hosted by Hampshire County Council and provides internal audit services to 30 public sector clients including local authorities, police, OPCC, fire, pensions, FE, national park authority, town councils etc.

	The Partnership brings together the professional discipline of internal audit, pooling expertise and enabling a flexible, responsive, resilient and cost effective service across the public sector.
Please explain the new/changed service/policy/project	<p>To onboard additional local authorities into the Southern Internal Audit Partnership to provide an increased contribution to central overhead costs.</p> <p>The proposal will necessitate reduced planned audit days for Hampshire CC in order to release the staffing capacity necessary to resource new partner organisations.</p> <p>A reduction in scheduled audits may have the potential to impact on customers of services to vulnerable people, or where the customer base has a higher proportion from one or more protected characteristic groups. However, these considerations are implicit in the risk assessments undertaken in the risk assessment, prioritisation, and scheduling of audits.</p>

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) 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?

Consultation has been carried out with affected organisations (HCC's reduced internal audit coverage)

Some market research has been carried out to determine interest from organisations that may potentially be interested in joining the Partnership.

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 HCC Director of Operations who has statutory responsibility as proper officer under Section 151 of the Local Government Act 1972, for ensuring an effective system of internal financial control and proper financial administration of the Council's affairs.

It was acknowledged that the reduced audit days for HCC would require a greater focus on high risk areas and an additional exercise through assurance mapping would enable internal audit to place reliance on other potential source of assurance to support their annual opinion.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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	A reduction in scheduled audits may have the potential to impact on customers of services to vulnerable people, or where the customer base has a higher proportion from one or more PC groups, however, these considerations are implicit in the risk assessments undertaken in the prioritisation, and scheduling of audits.

Gender Reassignment	A reduction in scheduled audits may have the potential to impact on customers of services to vulnerable people, or where the customer base has a higher proportion from one or more PC groups, however, these considerations are implicit in the risk assessments undertaken in the prioritisation, and scheduling of audits.
Race	A reduction in scheduled audits may have the potential to impact on customers of services to vulnerable people, or where the customer base has a higher proportion from one or more PC groups, however, these considerations are implicit in the risk assessments undertaken in the prioritisation, and scheduling of audits.
Religion or belief	A reduction in scheduled audits may have the potential to impact on customers of services to vulnerable people, or where the customer base has a higher proportion from one or more PC groups, however, these considerations are implicit in the risk assessments undertaken in the prioritisation, and scheduling of audits.
Sex	A reduction in scheduled audits may have the potential to impact on customers of services to vulnerable people, or where the customer base has a higher proportion from one or more PC groups, however, these considerations are implicit in the risk assessments undertaken in the prioritisation, and scheduling of audits.
Sexual orientation	A reduction in scheduled audits may have the potential to impact on customers of services to vulnerable people, or where the customer base has a higher proportion from one or more PC groups, however, these considerations are implicit in the risk assessments undertaken in the prioritisation, and scheduling of audits.
Marriage & civil partnership	A reduction in scheduled audits may have the potential to impact on customers of services to vulnerable people, or where the customer base has a higher proportion from one or more PC groups, however, these considerations are implicit in the risk assessments undertaken in the prioritisation, and scheduling of audits.
Poverty	A reduction in scheduled audits may have the potential to impact on customers of services to vulnerable people, or where the customer base has a higher proportion from one or more PC groups, however, these considerations are implicit in the risk assessments undertaken in the prioritisation, and scheduling of audits.

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 above 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
None	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:

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 or low impact it is not considered necessary to undertake a full assessment.

Corporate Operations

Name of SP25 proposal:	SP25 Proposal Reference:
Finance – operating model	<i>EIA – Fin01</i> Corporate Operations Date 2023.06.19

EIA writer(s) and authoriser

No.		Name	Directorate	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Anne Hibbert	Corporate Operations	Assistant Director Finance	Anne.hibbert@hants.gov.uk	+44 370 779 7883	19.06.2023	1.0
2	EIA authoriser	Rob Carr	Corporate Operations	Director of Corporate Operations	rob.carr@hants.gov.uk	01962 847400	14.08.2023	2.0
3	EIA Coordinator	Gail Tong	People and Organisation	Equality and Engagement Officer	Gail.tong@hants.gov.uk	03707 798170	28.06.2023	1.0

Section one – information about the service and service change

Service affected	Finance
Please provide a short description of the service / policy/project/project phase	The Finance Service provides a range of professional financial services to Officers and Members across the County Council and in support of the wider shared services partnership.

Please explain the new/changed service/policy/project

The proposed saving will result from a changed operating model with reduced staffing and further efficiencies through increased consistency and standardisation in ways of working. Professional finance support will be focused on statutory requirements and higher risk matters and there will be reduced flexibility and capacity to respond to new demand. Some budget managers may receive less direct support and will need to place greater reliance on self-service support. Staff reductions will be achieved through natural turnover as far as possible.

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) 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 in order to identify and implement changes in working practice through increased consistency and standardisation. Engagement will be through staff briefings and facilitated workshops to co-design the new operating model. If the reduction in posts is not achieved through natural turnover, formal staff consultation will take place regarding redundancy.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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
Pregnancy and maternity	2/3 of Finance staff are women and therefore any potential reductions in staff numbers may disproportionately impact on females. However, this is rated as low since the decisions around any potential job losses will be achieved through managing vacancies, staff turnover, voluntary redundancy where appropriate. If compulsory redundancies are required this will be based on an objective competency based selection process based on business and role requirements
Sex	2/3 of Finance staff are women and therefore any potential reductions in staff numbers may disproportionately impact on females. However, this is rated as low since the decisions around any potential job losses will be achieved through managing vacancies, staff turnover, voluntary redundancy where appropriate. If compulsory redundancies are required this will be based on an objective competency based selection process based on business and role requirements.

All Other Characteristics	The Finance 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 skill match with business need 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.
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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 above 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:

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 6 savings programmes, which have contained the same savings proposal for this Service. Further, it is anticipated that the staff reductions will be achieved through natural turnover.

Corporate Operations

Name of SP25 proposal:	SP25 Proposal Reference:
Pensions, Investments and Borrowing – Income Generation	EIA – PIB01 Corporate Operations Date 2023.06.28

EIA writer(s) and authoriser

No.		Name	Directorate	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Andrew Lowe	Corporate Operations	Assistant Director Pensions	Andrew.lowe@hants.gov.uk	01962 876370	28.06.2023	1.0
2	EIA authoriser	Rob Carr	Corporate Operations	Director of Corporate Operations	rob.carr@hants.gov.uk	01962 847400	14.08.2023	2.0
3	EIA Coordinator	Amanda Cadden	People and Organisation	Equality and Engagement Programme Manager	Amanda.cadden@hants.gov.uk	03707 796837	29.06.2023	1.0

Section one – information about the service and service change

Service affected	Pensions Services (including Investments & Borrowing)
Please provide a short description of the service / policy/project/project phase	<p>The Pensions Service provides pension administration services to employers within the Hampshire, West Sussex, Hillingdon, and Westminster LGPS Funds, and also to the Hampshire and IOW Fire and Rescue Fire scheme, Hampshire and IOW Constabulary Police scheme, and the West Sussex Fire scheme.</p> <p>Investment & Borrowing provide support to the Hampshire Pension Fund, and in addition provide Treasury Management for a range of additional partners - Hampshire</p>

	and IOW Fire and Rescue Service, Hampshire and Isle of Wight Police & Crime Commissioner, New Forest District Council, Winchester City Council, Hertfordshire Police and Crime Commissioner.
Please explain the new/changed service/policy/project	Further expansion of existing sold services in Pensions administration and Treasury Management - to deliver this sum as additional income (as a contribution to overheads), Pensions Services and/or Investment & Borrowing would need to onboard new partner(s) by April 2025; currently speculative as no new partners identified/tender opportunities identified.

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) 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 there will be no impact on staff numbers or responsibilities.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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
All Characteristics	<p>There will be no impact on staff number or the nature of the roles which staff undertake so no impact is anticipated for i) and iii) above.</p> <p>Additional new staff would be required if a new partner was onboarded.</p>

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 above 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-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:

As there are only neutral impacts it is not considered that a full EIA is necessary. This is consistent with the approach taken over previous savings programmes.

Corporate Operations

Name of SP25 proposal:	SP25 Proposal Reference:
Strategic Procurement Income Generation	<i>EIA – SP01</i> Corporate Operations Date 2023.06.27

EIA writer(s) and authoriser

No.		Name	Directorate	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Belinda Stubbs	Strategic Procurement	Assistant Director	Belinda.stubbs@hants.gov.uk	0370 779 1016	27.06.2023	1.0
2	EIA authoriser	Rob Carr	Corporate Operations	Director of Corporate Operations	rob.carr@hants.gov.uk	01962 847400	14.08.2023	1.0
3	EIA Coordinator	Amanda Cadden	People and Organisation	Equality and Engagement Programme Manager	Amanda.cadden@hants.gov.uk	03707 796837	27.06.2026	1.0

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	The Strategic Procurement team is responsible for the procurement of third party spend above a certain threshold (170K) for all Directorates within HCC. Procurement services are also provided to Hampshire Constabulary, Office of the Police and Crime Commissioner and Hampshire and Isle of Wight Fire Service through a joint working agreement on an ongoing basis and to multiple other public bodies,

	through regular or ad hoc arrangements, all of which provide income via cost recovery for the service.
Please explain the new/changed service/policy/project	The proposed saving will be delivered through income generation work from both new and existing external clients.

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) 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 there will be no impact on staff numbers or responsibilities.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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
All Characteristic	There will be no impact on staff number or the nature of the roles which staff undertake so no impact is anticipated. Strategic Procurement is not a public facing service, so there is no impact on 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 above 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-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:

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

People and Organisation

Name of SP25 proposal:	SP25 Proposal Reference:
Communications and Engagement – Redesign of operating model	EIA – CE01 People and Organisation 2023.06.23

EIA writer(s) and authoriser

No.		Name	Directorate	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Stephanie Randall	People & Organisation	Deputy Director People & Organisation	Stephanie.randall@hants.gov.uk	0370 779 1776	23.06.2023	1.0
2	EIA authoriser	Jac Broughton	People & Organisation	Director People & Organisation	Jac.broughton@hants.gov.uk	01962 847400	11.08.2023	2.0
3	EIA Coordinator	Amanda Cadden	People & Organisation	Equality and Engagement Programme Manager	Amanda.cadden@hants.gov.uk	03707 796837	27.06.2023	1.0

Section one – information about the service and service change

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

Please explain the new/changed service/policy/project

The change will seek to re-design the operating model across the professional areas of Communications, Marketing and Insight and Engagement, delivering efficiencies in current ways of working through streamlining and automating current systems and processes, and focusing support on delivering the organisations key priorities.

Any reduction in staffing is expected to be achieved through natural turnover or voluntary means as far as possible.

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) 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 and formal consultation with staff will take place in due course where we need to manage reductions in the number of posts or change the way in which the professional disciplines work and are organised.

Engagement will be undertaken with directorates regarding any changes to support and service development arrangements to ensure that any risks can be understood and mitigated, including consideration of alternative routes to access these types of services.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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	YES
East Hampshire	YES
Eastleigh	YES
Fareham	YES
Gosport	YES
Hart	YES

Havant	YES
New Forest	YES
Rushmoor	YES
Test Valley	YES
Winchester	YES

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>Possible Low Risk - The team employs people from across all different age bandings between 20 to 70 (age 20-29 14.3%; 30-39 26.5%; 40-49 – 38.8%; 50-59 18.4%; 60-69 2%).</p> <p>The proposed changes are not expected to have a detrimental impact on anyone because of age, and any reduction is expected to be achieved through natural turnover or voluntary means as far as possible. However, there is a risk that the reduction in staffing numbers could impact those who are in the older age ranges, and who may potentially be at greater risk of securing alternative employment.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>

Disability	<p>Possible Low Risk – 10.2% of those employed within the team have declared that they have a disability.</p> <p>The proposed changes are not expected to have a detrimental impact on anyone because of disability, and any reduction is expected to be achieved through natural turnover or voluntary means as far as possible. However, there is a risk that any reduction in staff numbers could impact those with a disability.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Gender reassignment	<p>Neutral – We do not envisage any negative impact on members of staff who have this protected characteristic.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means as far as possible.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Pregnancy and maternity	<p>Possible Low risk – The team employs a higher number of women and therefore any potential reductions in staff numbers will most likely impact on this protected characteristic.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means as far as possible.</p>

	<p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Race	<p>Possible low risk – The current ethnicity profile of the team is 91.8% White, 2.0% Asian, and 6.1% Mixed ethnicity.</p> <p>The proposed changes are not expected to have a detrimental impact on anyone because of race, and any reduction is expected to be achieved through natural turnover or voluntary means as far as possible. However, there is a risk that any reduction in staff numbers could impact staff who have an ethnicity other than White.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Religion or belief	<p>Neutral – We do not envisage any negative impact on members of staff for this protected characteristic.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means as far as possible.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Sex	<p>Possible Low impact – The team employs a higher number of women (77.6%) than men (22.4%), and therefore any potential reductions in staff numbers will most likely impact on females.</p> <p>We do not envisage a negative impact on members of staff in relation to this protected characteristic. The proposed changes are not expected to have a detrimental impact on</p>

	<p>anyone because of sex, and any reduction is expected to be achieved through natural turnover or voluntary means as far as possible.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Sexual orientation	<p>Neutral – We do not envisage any negative impact on members of staff for this protected characteristic.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means as far as possible.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Marriage & civil partnership	<p>Neutral – We do not envisage any negative impact on members of staff for this protected characteristic.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means as far as possible.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Poverty	<p>Neutral – We do not envisage any negative impact on members of staff who may be impacted by poverty.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means as far as possible.</p>

	We do not envisage a negative impact on residents or service users with this protected characteristic.
Rurality	<p>Neutral – We do not envisage any negative impact on members of staff who may be impacted by rurality.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means as far as possible.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>

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 above to identify geographical area(s)	Short explanation of mitigating actions
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
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N/A	
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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 in staff numbers are expected to be achieved through voluntary means or natural staff turnover as far as possible.
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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 or low impact 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 the implementation progresses, to ensure that the impact of any specific changes can be assessed prior to these being introduced.

People and Organisation

Name of SP25 proposal:	SP25 Proposal Reference:
Emergency Planning – Redesign of operating model	EIA – EP01 People and Organisation 2023.06.23

EIA writer(s) and authoriser

No.		Name	Directorate	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Stephanie Randall	People & Organisation	Deputy Director People & Organisation	Stephanie.randall@hants.gov.uk	0370 779 1776	23.06.2023	1.0
2	EIA authoriser	Jac Broughton	People & Organisation	Director People & Organisation	Jac.broughton@hants.gov.uk	01962 847400	11.08.2023	2.0
3	EIA Coordinator	Amanda Cadden	People & Organisation	Equality and Engagement Programme Manager	Amanda.cadden@hants.gov.uk	03707 796837	27.06.2023	1.0

Section one – information about the service and service change

Service affected	Emergency Planning and Resilience
Please provide a short description of the service / policy/project/project phase	The Emergency Planning and Resilience Team works to prepare for, respond to and recover from major incidents in Hampshire. As part of this they support the County Council to assess any business resilience and continuity risks, advising on and developing plans to mitigate and respond to these risks, to provide training and write

	and deliver emergency planning exercises for the County Council and other Local Resilience Forum partners who respond to major incidents.
Please explain the new/changed service/policy/project	<p>The Emergency Planning team will identify and introduce efficiencies and strengthen business resilience knowledge and skills across the wider organisation to reduce demand on the teams available capacity.</p> <p>It is not envisaged that the small reduction in staffing levels in the team as part of this proposal will have an impact on the support provided to directorates, beyond further strengthening their planning and approach to business continuity. As such this anticipated to positively impact the resilience of services provided to residents. Any reduction in staffing required is expected to be achieved through natural turnover.</p>

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) 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.

Engagement will be undertaken with directorates regarding any changes to support and service development arrangements to ensure that any risks can be understood and mitigated.

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 protected characteristics groups or those who may be impacted by poverty or rurality, 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 [add ✓ to relevant boxes)

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	Yes
East Hampshire	Yes
Eastleigh	Yes
Fareham	Yes
Gosport	Yes
Hart	Yes

Havant	Yes
New Forest	Yes
Rushmoor	Yes
Test Valley	Yes
Winchester	Yes

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>Possible Low impact - The team employs a higher proportion of people who are either aged between 20 to 29 (37.5%) or 30 to 39 (50%). A smaller proportion of the team are aged between 40-49 (12.5%).</p> <p>The proposed changes are not expected to have a detrimental impact on anyone because of age, and any reduction is expected to be achieved through achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>

Disability	<p>Neutral – No members of the team have currently declared a disability. We do not therefore envisage a negative impact in relation to this protected characteristic.</p> <p>The proposed changes are not expected to have a detrimental impact on anyone with a disability, and any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Gender reassignment	<p>Neutral – We do not envisage any negative impact on members of staff who have this protected characteristic.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Pregnancy and maternity	<p>Possible Low risk – The team employs a higher number of women and therefore any potential reductions in staff numbers will most likely impact on this protected characteristic.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>

Race	<p>Neutral – The current ethnicity profile of the team is White. We do not therefore envisage any negative impact on members of staff for this protected characteristic.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Religion or belief	<p>Neutral – We do not envisage any negative impact on members of staff for this protected characteristic.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Sex	<p>Possible Low impact – The team employs a higher number of women (75%) than men (25%), and therefore any potential reductions in staff numbers will most likely impact on females.</p> <p>We do not envisage a negative impact on members of staff in relation to this protected characteristic. The proposed changes are not expected to have a detrimental impact on anyone because of sex, and any reduction is expected to be achieved through achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>

Sexual orientation	<p>Neutral – We do not envisage any negative impact on members of staff for this protected characteristic.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Marriage & civil partnership	<p>Neutral – We do not envisage any negative impact on members of staff for this protected characteristic.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Poverty	<p>Neutral – We do not envisage any negative impact on members of staff who may be impacted by poverty.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Rurality	<p>Neutral – We do not envisage any negative impact on members of staff who may be impacted by rurality.</p>

	<p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this 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 above to identify geographical area(s)	Short explanation of mitigating actions
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:

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 or low impact 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 the implementation progresses, to ensure that the impact of any specific changes can be assessed prior to these being introduced.

People and Organisation

Name of SP25 proposal:	SP25 Proposal Reference:
Democratic Services – Redesign of operating model	<i>EIA – D01</i> People and Organisation 2023.06.23

EIA writer(s) and authoriser

No.		Name	Directorate	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Stephanie Randall	People & Organisation	Deputy Director People & Organisation	Stephanie.randall@hants.gov.uk	0370 779 1776	23.06.2023	1.0
2	EIA authoriser	Jac Broughton	People & Organisation	Director People & Organisation	Jac.broughton@hants.gov.uk	01962 847400	11.08.2023	2.0
3	EIA Coordinator	Amanda Cadden	People & Organisation	Equality and Engagement Programme Manager	Amanda.cadden@hants.gov.uk	03707 796837	27.06.2023	1.0

Section one – information about the service and service change

Service affected	Democratic & Member Services, and Information Compliance
Please provide a short description of the service / policy/project/project phase	The service includes: Democratic & Member Services (D&MS) – this team manages the County Council's democratic framework in accordance with the County Council's Constitution.

	<p>D&MS also provides general support to all County Councillors to assist them in fulfilling their role. A number of County Councillors also serve on local district/borough councils and are often referred to as twin-hatters.</p> <p>Information Compliance – this 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.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>The service will review the operating model across the wider service, and this will identify and introduce efficiencies, including further review of business processes in line with changes in available technology, embedding and strengthening business knowledge and skills across the wider organisation to reduce the level of required support, and considering changes to how the wider service is organised and ways of working.</p> <p>It is not envisaged that the small reduction in staffing levels in the team as part of this proposal will have an impact on the support provided to directorates, beyond further embedding and strengthening relevant knowledge and skills. As such this is anticipated to positively impact the resilience of services provided to residents. Any reduction in staffing required is expected to be achieved through natural turnover.</p>

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) 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.

Engagement will be undertaken with directorates and other relevant stakeholders, regarding any changes to support and service development arrangements to ensure that any risks can be understood and mitigated.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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	YES
East Hampshire	YES
Eastleigh	YES
Fareham	YES
Gosport	YES
Hart	YES
Havant	YES
New Forest	YES
Rushmoor	YES
Test Valley	YES
Winchester	YES

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>Possible Low Risk - The team employs people from across all different age ranges between 20 and 70+ (age 20-29 6.93%; 30-39 17.25%; 40-49 – 20.7%; 50-59 34.5%; 60-69 13.8%, 70+ 6.9%). Whilst overall there is a higher proportion of staff who are aged 50 or above (55.2%), the proposed changes are not expected to have a detrimental impact on anyone because of age, and any reduction is expected to be achieved through natural turnover or voluntary means. However, there is a risk that the reduction in staffing numbers could impact those who are in the older age ranges, and who may potentially be at greater risk of securing alternative employment.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Disability	<p>Neutral – No members of the team have currently declared a disability. We do not therefore envisage a negative impact on existing staff in relation to this protected characteristic.</p> <p>The proposed changes are not expected to have a detrimental impact on anyone with a disability, and any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>

<p>Gender reassignment</p>	<p>Neutral – We do not envisage any negative impact on members of staff who have this protected characteristic.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
<p>Pregnancy and maternity</p>	<p>Possible Low risk – The team employs a higher number of women and therefore any potential reductions in staff numbers will most likely impact on this protected characteristic.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
<p>Race</p>	<p>Neutral – The current ethnicity profile of the team is White (89.7%), or Other (3.4%) – staff who have refused to declare (6.9%). We do not therefore envisage any negative impact on members of staff for this protected characteristic.</p> <p>The proposed changes are not expected to have a detrimental impact on anyone because of race, and any reduction is expected to be achieved through natural turnover or voluntary means. However, there is a risk that any reduction in staff numbers could impact staff who have an ethnicity other than White.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>

Religion or belief	<p>Neutral – We do not envisage any negative impact on members of staff for this protected characteristic.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Sex	<p>Possible Low impact – The team employs significantly more women (89.7%) than men (10.3%), and therefore any potential reductions in staff numbers will most likely impact on females.</p> <p>We do not envisage a negative impact on members of staff in relation to this protected characteristic. The proposed changes are not expected to have a detrimental impact on anyone because of sex, and any reduction is expected to be achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Sexual orientation	<p>Neutral – We do not envisage any negative impact on members of staff for this protected characteristic.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>

Marriage & civil partnership	<p>Neutral – We do not envisage any negative impact on members of staff for this protected characteristic.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Poverty	<p>Neutral – We do not envisage any negative impact on members of staff who may be impacted by poverty.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>
Rurality	<p>Neutral – We do not envisage any negative impact on members of staff who may be impacted by rurality.</p> <p>Any reduction in staff numbers is expected to be achieved through natural turnover or voluntary means.</p> <p>We do not envisage a negative impact on residents or service users with this protected characteristic.</p>

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 above to identify geographical area(s)	Short explanation of mitigating actions
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:

The anticipated changes in staff numbers 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:

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 or low impact 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 the implementation progresses, to ensure that the impact of any specific changes can be assessed prior to these being introduced.

People & Organisation

Name of SP25 proposal:	SP25 Proposal Reference:
HR & OD	<i>EIA – HR01, OD01, HS01, EPS01</i> People & Organisation Date 2023.06.28

EIA writer(s) and authoriser

No.		Name	Directorate	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Andy Bailey	HR & OD	AD HR & OD	Andy.bailey@hants.gov.uk	0370 779 0443	28.06.2023	1.0
2	EIA authoriser	Jac Broughton	People & Organisation	Director People & Organisation	Jac.broughton@hants.gov.uk	01962 847400	11.08.2023	2.0
3	EIA Coordinator	Amanda Cadden	People and Organisation	Equality and Engagement Programme Manager	Amanda.cadden@hants.gov.uk	03707 796837	28.06.2023	1.0

Section one – information about the service and service change

Service affected	HR&OD
Please provide a short description of the service / policy/project/project phase	The HR & OD Service provides a range of HR & Organisational Development (HR&OD) services to Officers and Members across the County Council including HR Operations, Leadership & Management Development (L&MD), Occupational Health (OH) and Health & Safety (H&S)

Please explain the new/changed service/policy/project

The proposed savings will be a combination of reduced staffing within the HR & OD Service as a result of efficiencies and reduction of service provided across the County Council, together with the reduction of non-payroll expenditure and the generation of additional income within traded services. The exact mix of savings by function is not known at this stage and is subject to a review of the HR operating model.

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) 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 to develop new operating models and once any reduction in posts is known.

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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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
Sex	The HR&OD 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 achieved through natural turnover or voluntary redundancy where appropriate. Any compulsory redundancies will follow due consultation with staff and trade unions and will be based on objective selection criteria (tbc).
All Other Characteristics	The HR&OD 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 achieved through natural turnover or voluntary redundancy where appropriate. Any compulsory redundancies will follow due consultation with staff and trade unions and will be based on objective selection criteria (tbc).

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 above to identify geographical area(s)	Short explanation of mitigating actions
<i>None</i>	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:

The EIA will be updated as appropriate as plans become more detailed.

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:

People and Organisation

Name of SP25 proposal:	SP25 Proposal Reference:
Legal Services – Operating & Business Model Review	<i>EIA – L01</i> People and Organisation 2023.06.21

EIA writer(s) and authoriser

No.		Name	Directorate	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Paul Hodgson	People and Organisation	Head of Legal Services	Paul.hodgson@hants.gov.uk	03707 793213	28.06.2023	1.0
2	EIA authoriser	Jac Broughton	People & Organisation	Director People & Organisation	Jac.broughton@hants.gov.uk	01962 847400	11.08.2023	2.0
3	EIA Coordinator	Gail Tong	People and Organisation	Equality and Engagement Officer	Gail.tong@hants.gov.uk	03707 798170	28.06.2023	1.0

Section one – information about the service and service change

Service affected	Legal Services, with some internal impact across the organisation in relation to how legal support to Directorates is provided.
Please provide a short description of the service / policy/project/project phase	<p>A review of the Legal Services operating model and business model to include necessary changes to structure, systems and processes, to achieve efficiencies and increase income generation. This encompasses:</p> <ul style="list-style-type: none"> (a) Potential efficiency and productivity gains from use of new Legal Case Management System and DocuSign (b) Reducing internal demand for legal advice still further and using the released capacity to generate more external income (c) Changes to team structures, use of agency staff and management arrangements in Legal Services

Please explain the new/changed service/policy/project

A more efficient Legal Service, utilising streamlined business processes and an efficient case management system to deliver legal support more efficiently. Directorates will also slightly reduce their reliance on legal support in certain areas to release capacity. Released capacity will be used to generate additional external income from public sector clients/partners. Anticipated savings generated are up to £190K, with £15K from efficiencies, £75K from service redesign and £100K from additional income.

Engagement and consultation

The County Council's *Making the Most of your money budget* consultation (2024-2026) 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 public consultation is planned or required as the proposals do not have any impacts on front line service delivery. Engagement with staff will take place in due course if service redesign proposals lead to 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 protected characteristics groups or those who may be impacted by poverty or rurality. 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 [add ✓ to relevant boxes)

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
Sex	<p>Legal Services employs a disproportionately high number of female workers overall (c75% female, c25% male) and therefore any changes to the workforce may impact more on female workers than male workers. However, the impact is rated as low, as any changes to the workforce are expected to be small and are likely to be achieved through natural turnover. Decisions in respect of workforce changes will not be based either directly or indirectly on an individual's sex.</p> <p>The other proposals relate to internal processes and process efficiencies only, which are not expected to have any impact on front line services or the residents of Hampshire, or groups with protected characteristics (whether staff or others).</p>
All other characteristics	Analysis of workforce data together with the nature of the proposals does not indicate any other disparate impacts on staff with other protected characteristics. Therefore, the impacts for all other characteristics have been assessed as neutral.

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 above 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:

The EIA will be updated as appropriate as plans become more detailed.

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:

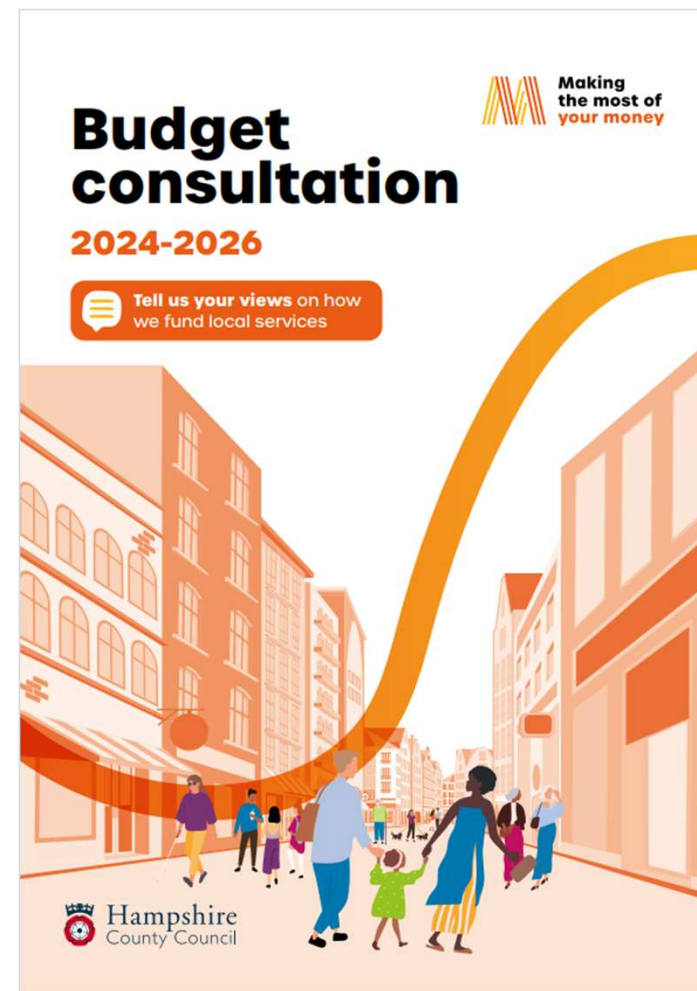
Due regard has been given to the possible impact of changes in respect of the protected categories as outlined in this assessment. As the assessment has concluded that changes are likely to have a neutral or low impact it is not considered necessary to undertake a full assessment.

2023 Hampshire County Council Budget Consultation

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Insight Report

July 2023



Consultation Context

Like households across the County, Hampshire County Council faces financial challenges of a scale that we have never seen before, caused by factors outside of our control. By April 2025, our forecasts predict an annual budget shortfall of around £132 million, yet we have a legal obligation to balance our books.

In November 2023, Hampshire County Council will meet to agree a financial strategy for the next two years. To inform this decision, residents and stakeholders were invited to share their views on a range of high-level 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 options included in the consultation 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.

**Illustrative examples of possible ways that the County Council could reduce or change the current level of service were provided*

Methodology

- The consultation ran from 12 June to 23 July 2023 and was widely promoted through a range of online and offline channels.
- Information Packs and Response Forms were made available both digitally and in hard copy in standard and Easy Read formats, with other formats available on request. Unstructured responses could be submitted via email, letter or as comments on the County Council's corporate social media posts.
- The **consultation received 2935 responses** – 2806 via the consultation Response Forms and 130 as unstructured responses via email/ letter (37) or social media (92).
- Of the responses submitted via the consultation Response Forms, 2743 were from individuals and 25 from democratically Elected Representatives. Including the unstructured responses, 56 groups, organisations or businesses responded.
- The views submitted through this consultation were shared directly with departments across the County Council to inform discussions at Executive Member, Select Committee, Cabinet and Council budget meetings during 2023 - and shape the overall approach to balancing the budget from 2024-2026. Any resulting changes to specific services may be subject to further, more detailed consultation.
- This presentation offers insight into key findings and is supported by a summary report providing comparative demographic analysis for key groups and an appendix of data tables.

Demographic analysis

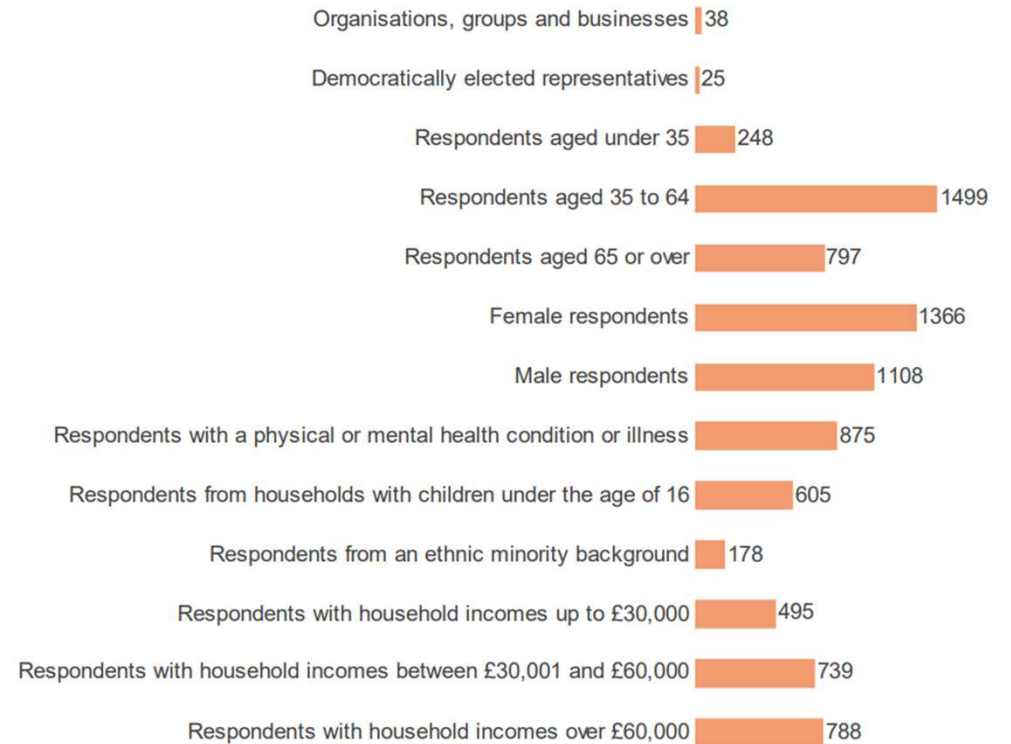
In order to understand how views may vary amongst different demographics, several groups have been identified for the more detailed analyses in this report.

The sizes of these response groups are shown in the adjacent chart, with further detail on slides 54-58.

In most cases, reported data has been re-based by excluding 'don't know' responses to facilitate these demographic comparisons.

A full breakdown of responses for each of these groups can be viewed in the Budget Consultation Summary Report.

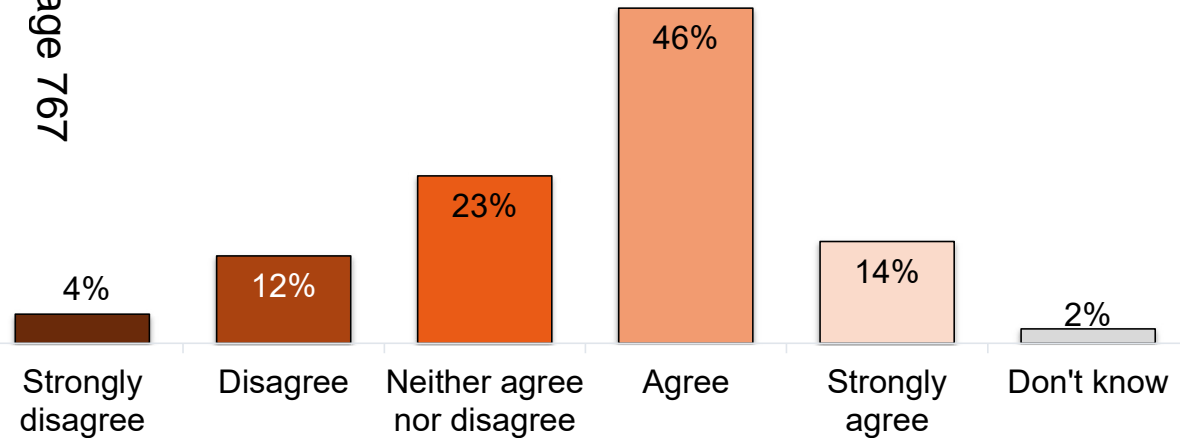
Number of respondents in demographic analysis groups



The County Council's financial strategy

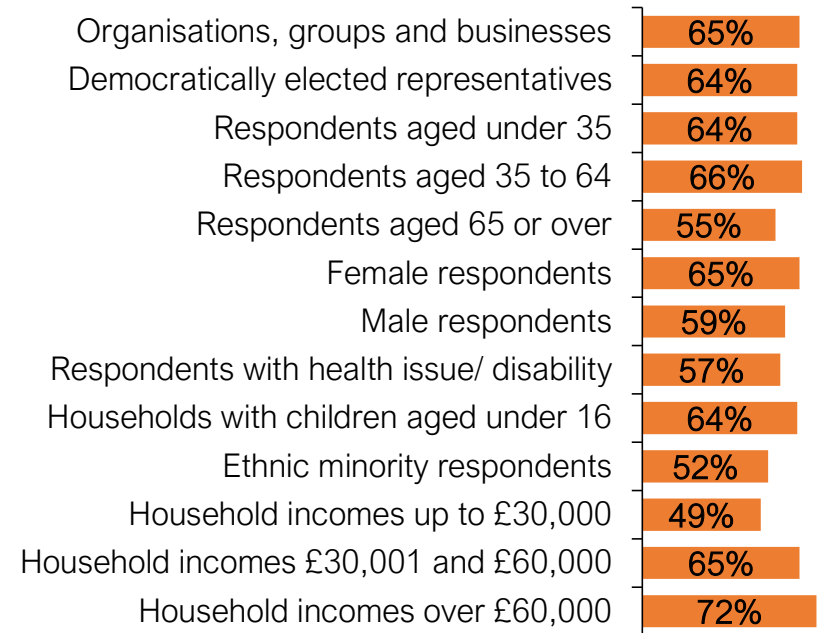
The County Council's focus continues to be on planning ahead, securing savings early and targeting resources on those who need them most. In 2023, all services are being asked to consider any savings that could be made, rather than asking each to reduce savings by the same proportion.

60% of respondents agreed with the County Council's financial strategy, compared to 45% in 2021.



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There was majority agreement with the financial strategy across a range of respondent groups



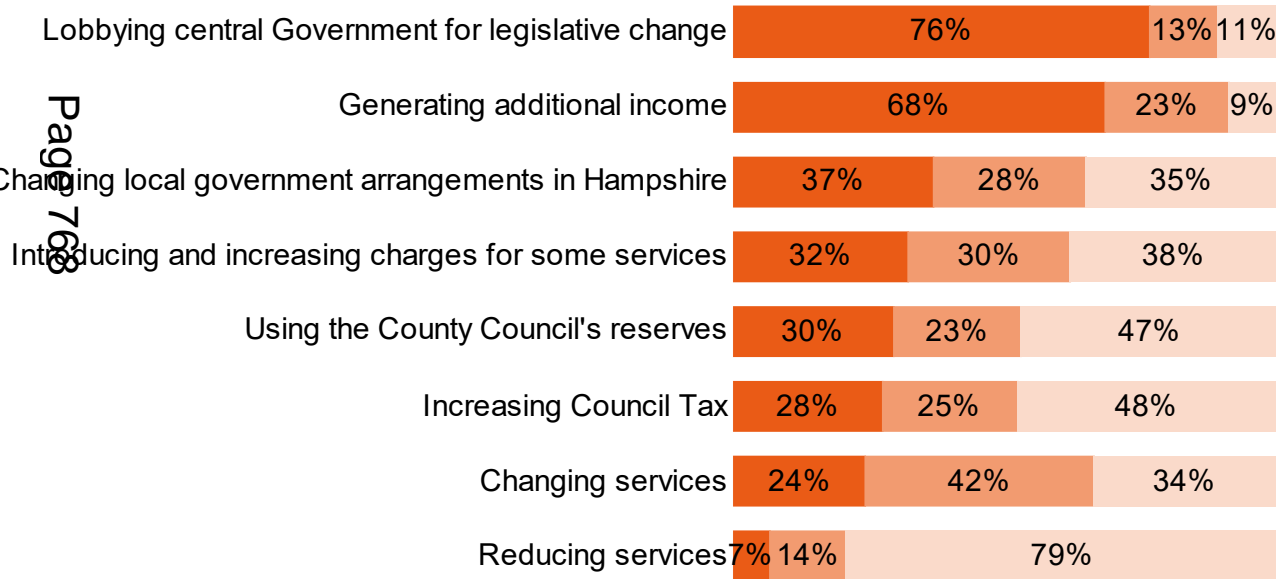
Level of agreement with the County Council's financial strategy as described (Base: 2551 / Groups: 35, 22, 234, 1339, 742, 1227, 1028, 799, 524, 164, 455, 685, 703 – combined agree / strongly agree shown)

Preferred options

Budget options ranked by order of preference (Base: 2694)

■ Top 3 preferences
 ■ Mid-range preferences
 ■ Bottom 3 preferences

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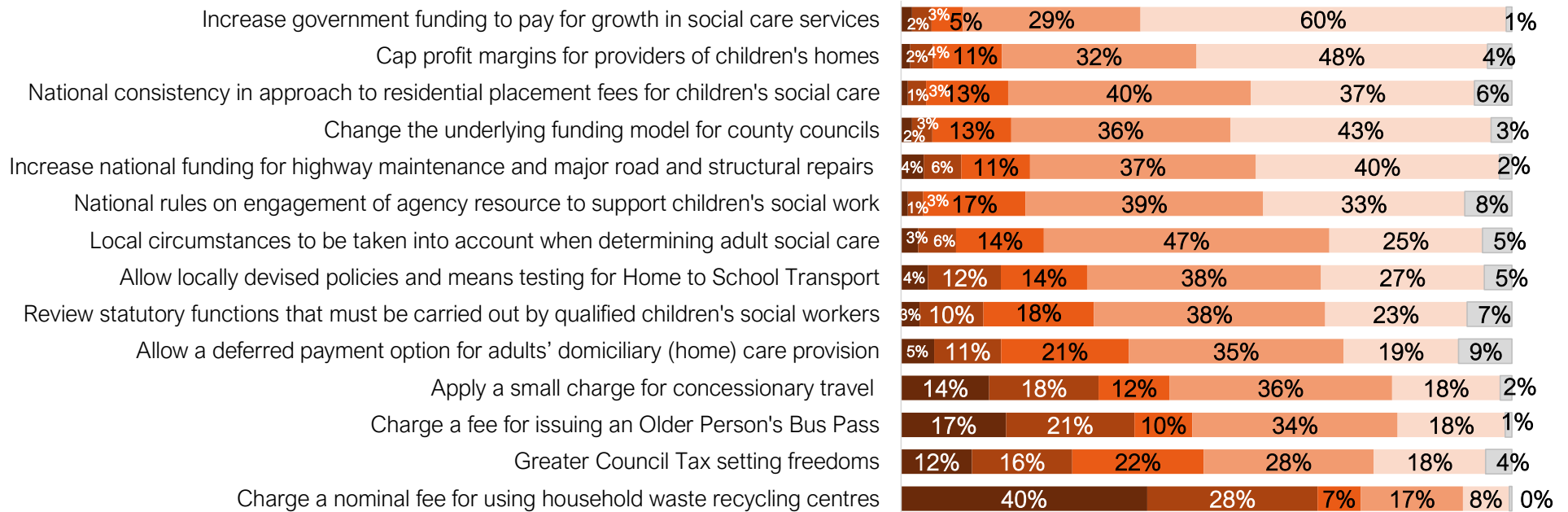
When asked to consider all the options together and rank in order, a clear preference emerges for the County Council to continue lobbying central Government and looking for ways to generate additional income as the primary methods of closing the budget gap.

All other options were preferred to seeing existing services reduced.

Lobbying central Government for legislative change

Respondents advocated lobbying central government for change in most suggested areas, although aspects related to charging were less popular than those seeking funding or a change of approach, particularly with regards to waste recycling centres

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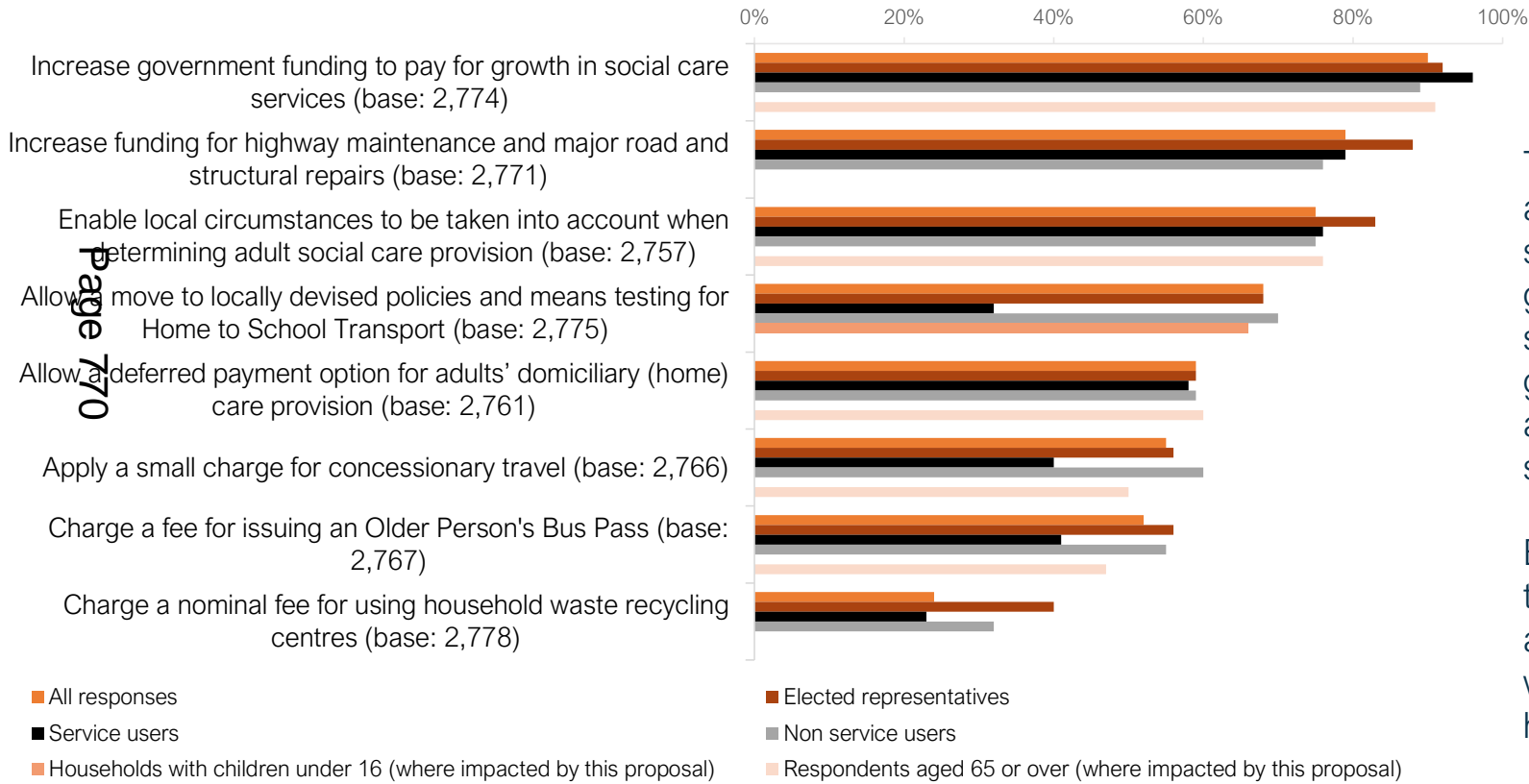


Q: To what extent do you agree or disagree that the County Council should lobby the Government for legislative change in the following areas in order to help maintain local services? (Base: 2778-2751)

Strongly disagree Disagree Neither agree nor disagree Agree Strongly agree Don't know

Variations in views on lobbying proposals related to service specific funding

Level of agreement with lobbying proposals related directly to funding of specific services



The data suggests higher support amongst service users than non-service users on lobbying central government for funding, but lower support on lobbying central government to allow the Council to apply charges - especially regarding school transport.

Elected representatives' agreement tends to be slightly higher than average, most notably for household waste recycling centre charging and highways maintenance funding.

Lobbying

Changing the council tax will initiate anger and mean increased people are in debt, adding to the wider issues with the cost of living. Lobbying government for additional funding is the best avenue

We are a school in a significant deficit position struggling to meet the needs of our vulnerable children and strongly feel that lobbying government is essential to enable us to serve our local community with the purpose of supporting vulnerable children and families with a view to making positive difference to their lives.

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While page 13 gave examples of lobbying central Government for legislative change, there is no sense that any of these efforts so far have succeeded.

The council should continue to lobby central government for more central expenditure on social care across the board. These services are becoming more and more demanding as the population ages and as the NHS improves its ability to keep us all alive for so much longer.

I think it would be much more appropriate to lobby government to provide more funding to local Councils. . . . They can find £100s of millions when they want something. But when local people need support, the money seems to disappear.

Lobby central government to relax rules to allow professional services to widen their market

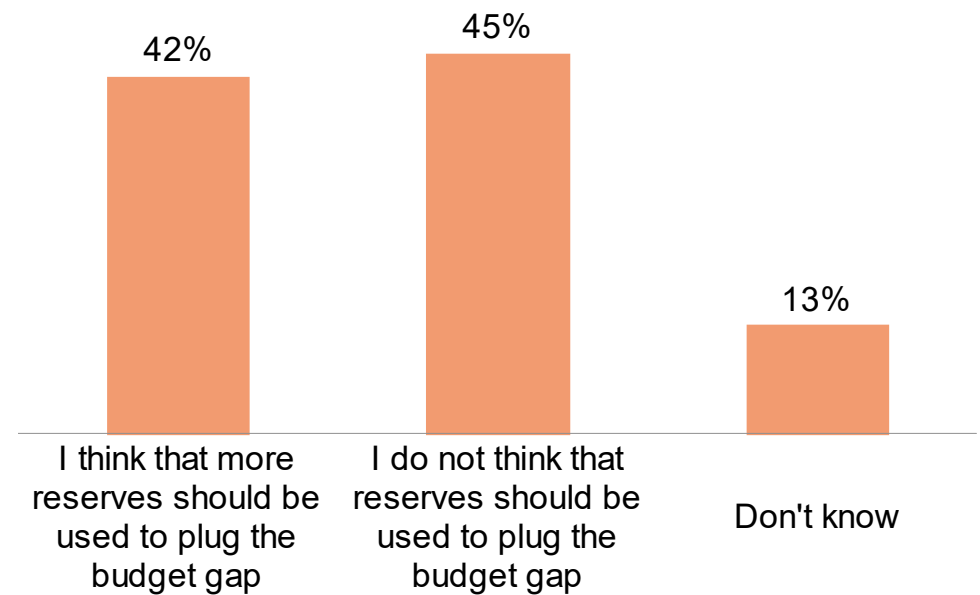


Using the County Council's reserves

There was a narrow split between respondents who felt that the County Council should (42%) or should not (45%) use reserves to plug the budget gap, with the latter figure falling from 48% in the previous 2021 consultation.

Views were also split within many respondent groups, although only organisations (53%), respondents with household incomes under £30k (52%), with a health condition or illness (46%) and those aged 65 or over (46%) were more likely to feel reserves should be used than not.

When considering how the County Council should balance its budget, which ONE of the following two statements is closest to your view about how reserves should be used? (Base: 2787)



Examples of arguments for and against using reserves

In particular I think we are still in a post-Covid 'rescue' situation and that some reserves should be used to improve services which were left to deteriorate during that time.....

While using reserves and raising tax is not ideal, if that is what is needed, then that's what's needed.

Look at yourselves first - reserves, buildings and raising income. Don't cut services to the residents of Hampshire unnecessarily - review them.

The County Council has a relatively high level of committed reserves which it is able to release. In these exceptional times, now would be the right time to use these to mitigate the impact on services that the government's funding cuts and restrictions on tax raising have caused.

Using the reserves would put the County Council in a vulnerable financial situation.

Greater government funding, greater services efficiencies, introduction of charging for optional services and new ways of working would be preferable to cutting the budget or spending the precious reserves.

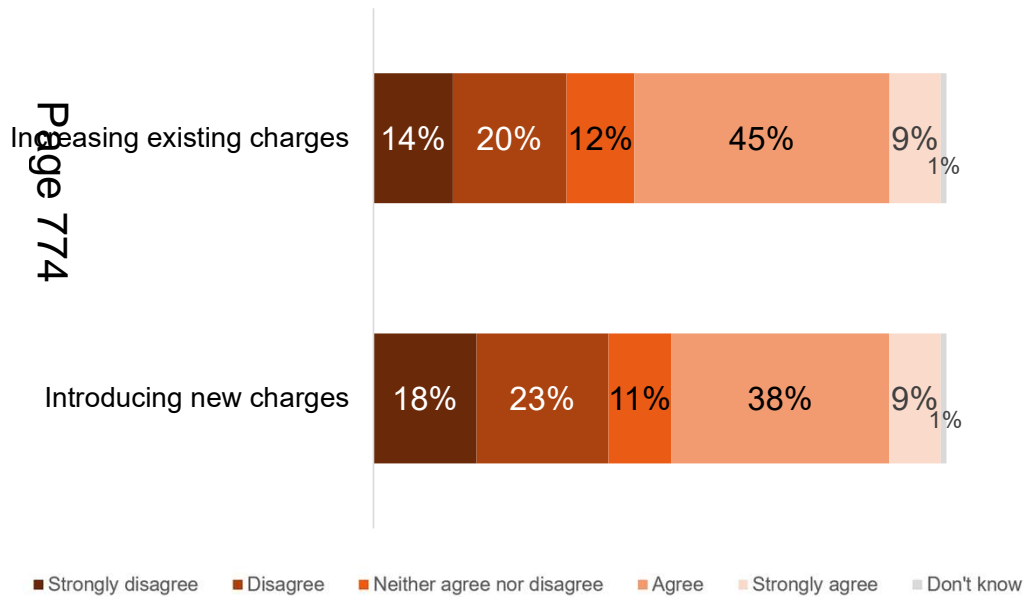
...you need to lobby Hampshire MP's more as it is untenable that you need to use most of your reserves just to carry out statutory duties.

Using reserves is incredibly short sighted and likely to hurt the council in the medium/long term, so generating extra income (if possible) is much more preferable.



Charging for services

To what extent do you agree or disagree with the proposal to cover the costs of running some local services by raising existing charges / introducing new charges for services that are currently free?
(Base 2716, 2749)



Respondents were more supportive of increasing existing service charges (54%) than introducing new ones (47%), although support for both options has increased since 2021 (when these figures were 45% and 41% respectively).

Support was highest amongst

- democratically Elected Representatives (67% / 63%)
- households on incomes over £60k (66% / 62%)

34% of respondents felt charges should not increase and 42% felt that new charges should not be introduced.

Disagreement was highest amongst respondents:

- aged under 35 years (39% / 52%)
- with a health condition or illness (38% / 44%)
- from an ethnic minority background (38% / 50%)
- with household incomes up to £30,000 (37% / 47%)

NB: Data in brackets is increase / new charges

Examples of arguments for and against charging

Increasing council tax will obviously hit people hard given the recent cost of living crisis. I think introducing or increasing costs for services is fairer because people may have more flexibility to change their habits if the costs become prohibitive.

It could have a "pay what you can" model on a number of things it currently doesn't charge for - increasing income without disadvantaging the poorest.

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Whilst inflation levels are high and costs have increased due to exceptional circumstances beyond the Councils control, charges and fees must be adjusted upwards accordingly. Given the Councils statutory obligation to produce a balanced budget, such increases are justified. However equally, when costs fall, charges and fees should also reduce.

...there are many vulnerable groups who may impact more by changes and these groups need to be protected. I think those that can afford to pay for a service should do so to protect these groups, and that service charges should reflect this.

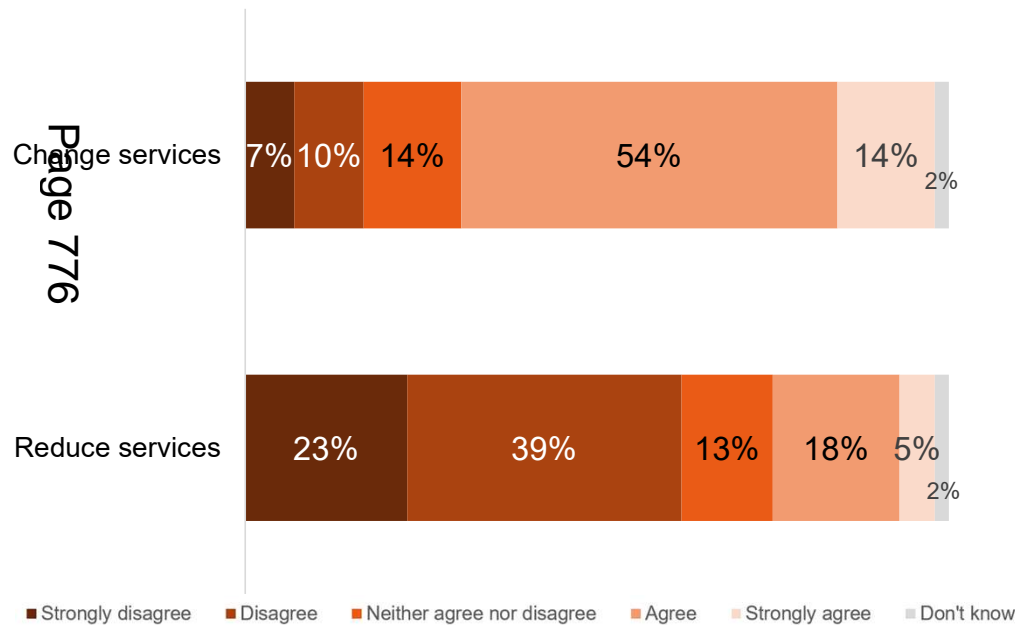
Introducing charges would mean I would not be able to afford to use the services being offered with a fee, which means I would not go out to places and use facilities being maintained by the council. I think add on facilities and optional extras should be charged but basis [sic] facilities should all remain free

If you introduce charges they should either be voluntary or means tested and only after you've exhausted those options should you be looking to make services chargeable for all or cut them.



Changing and reducing services

To what extent do you agree or disagree that the County Council should seek to change / reduce services in order to contribute to anticipated savings?
(Base 2765, 2663)*



Respondents were notably more supportive of service change than service reduction.

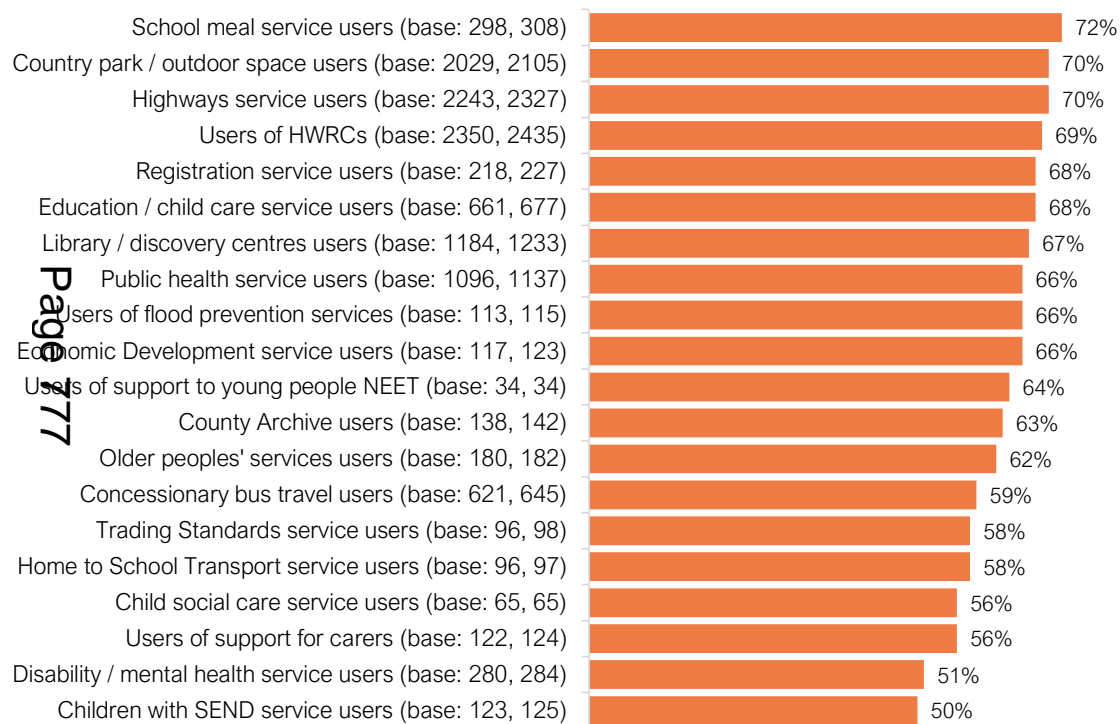
69% agreed with the principle of service change, compared to 17% who opposed this. Agreement was above 60% across all key respondent groups.

In contrast, **63% disagreed** with the principle of service reduction, with only 23% agreeing that this should be considered as a savings option. Disagreement was above 60% in all key respondent groups, with the exception of democratically Elected Members (43%), male respondents (59%) and those with a household income of over £60k (57%).

*NB: This question was split into two for the first time this year, following respondent feedback

Agreement with the principle of service change, by service used

Agreement with the principle of service change, by users of different services



Although most users across a range of services were supportive of service change, there was a 20+ percentage point variance between users who were most and least supportive.

Lower levels of support tend to arise amongst more vulnerable service users, including those using services for children with Special Educational Needs and Disabilities (SEND), services for people with a disability or mental health need, support for carers and children's social care; and in services related to transport which are often subject to consultation and subsequent change.

HWRCs: Household Waste Recycling Centres; NEET: Not in education, employment or training; SEND: Special educational needs or disabilities.

Examples of rationale for opposing reduction

Whilst money is tight, I see the value in the services provided by HCC for all ages. I would sooner increase my costs either through tax or the use of services than see these vital services removed.

I'm not sure how one could contemplate reducing already stretched services - such as funding to school or social care.

It looks to me that those that need the most help, under your plan, would be the ones that would be affected the most.

I am absolutely opposed to the proposed 1.7m reduction in Transport Services. These services are a vital economic and social enabler for the Market Towns and rural areas, where commercial services are not always viable.

I think it's important for the County Council to consider different opportunities for balancing the budget rather than reducing or changing services. These services have been dramatically reduced over the last 15 years and continuing to do so will only leave the local authority increasing problems in the future with more residents needing support

More problems with potholes in the roads. Less opportunities to exercise eg swimming. Long term issues ie climate change, caused by the council not working towards sustainability and recycling.

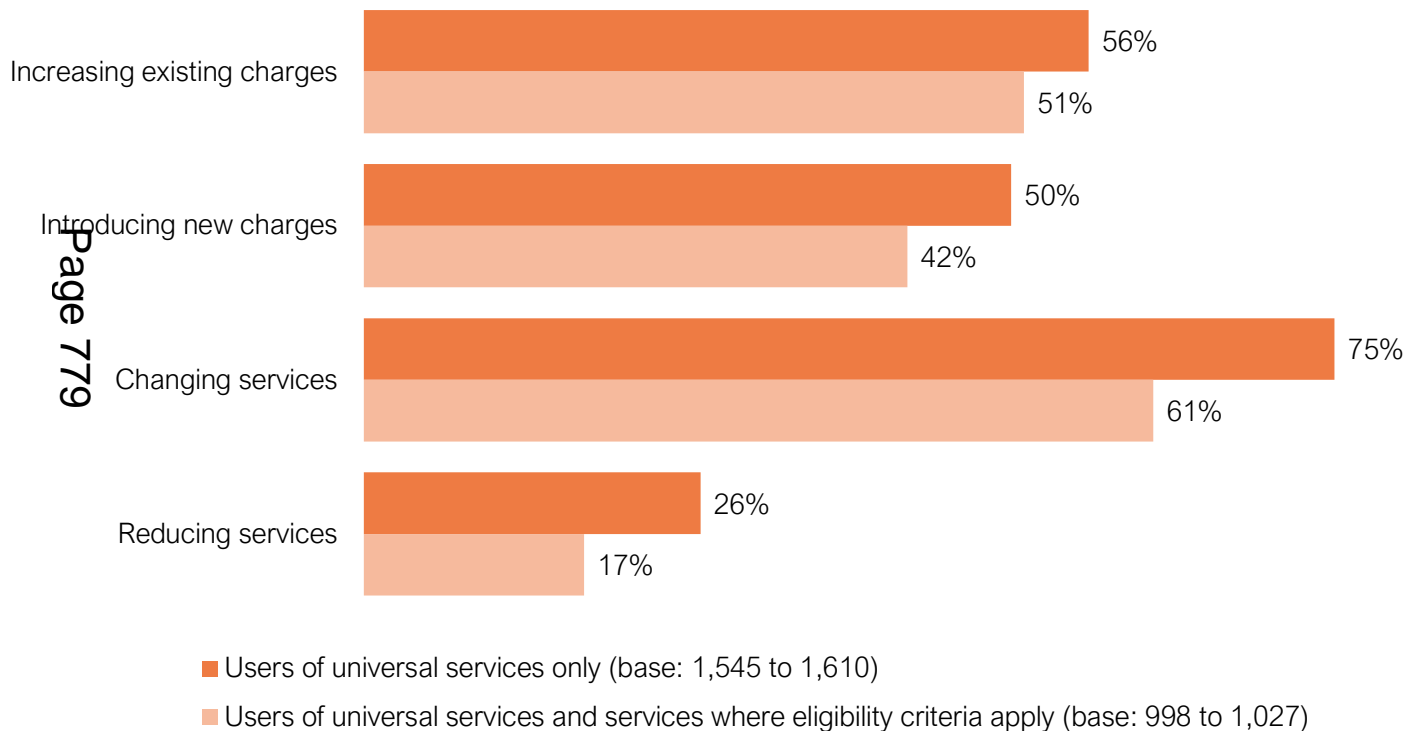
Our charity supports families on low incomes and people with disabilities who face health disparities and inequalities.

Reductions in social care, educational and support services will further increase the barriers these groups face to achieving a good quality of life and will erode dignity by increasing their reliance on foodbanks and handouts.



Service user views of service charging, change and reduction

Agreement with charging, changing, and reducing services by types of services used



The data generally suggests higher levels of support for service charging and change amongst users of universally available services, and lower levels amongst users of services where eligibility criteria apply.

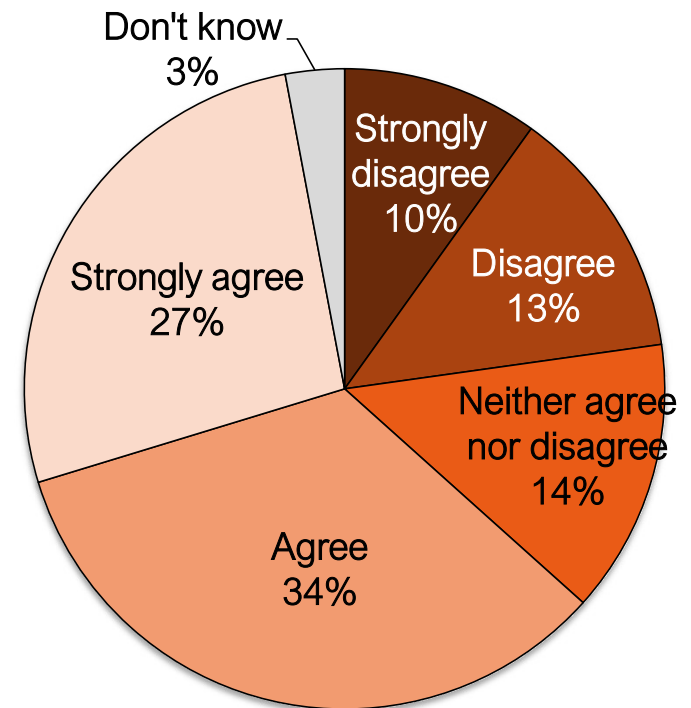
Changing local government arrangements in Hampshire

Over six out of ten respondents (61%) felt that the County Council should explore the possibility of changing local government arrangements in Hampshire.

This view has remained consistent with the past three budget consultations in 2021 (63%), 2019 (61%), and 2017 (64%).

Majority agreement was reached across all key respondent groups, but respondents aged 65 and over (59%) and democratically Elected Representatives (52%) were least likely to agree, with 40% of the latter disagreeing with the option of re-organisation.

To what extent do you agree or disagree that the County Council should explore further the possibility of changing local government structures in Hampshire?
(Base 2761)



Examples of arguments for and against changing local government arrangements

The option of a Unitary Council is the best, most obvious option that will deliver the best savings and efficiencies in what councils must provide.

No longer need many independent small parish councils. Very inefficient. Join parish councils or District councils. Introduce more Unitary authorities to reduce waste.

Fundamentally though, we have too many layers of government in Hampshire, Parish, City, County and National. Each layer adds bureaucracy and cost. We should accept that there should be two layers only. Local and National. Hampshire needs to become a unitary authority this banishing entire layers of costs.



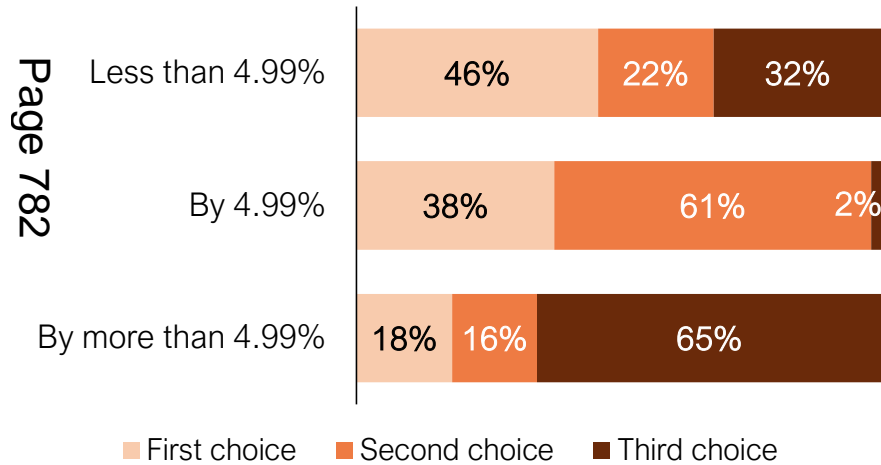
Concern with the 'One Hampshire' combined authority approach is that a) it would be too big and unwieldy and given the geographic spread of Hampshire, the requirements of those in central Portsmouth or Southampton (or even Basingstoke or Havant) are very different to those in the rural areas of the Test and Meon valleys and the bulk of the Hampshire portion of the South Downs National Park and b) it may well lead to a devolvement of more issues to Town and Parish Councils. This is fine if those councils are adequately resourced but not if it is simply a case of moving a cost from one Council Tax budget to another.

Existing structure is wasteful but as Hampshire is a large county, there is a danger of communities feeling more remote from the centre of power if we changed to a Unitary Authority.



Council Tax

Please indicate which of the following three options is your first, second, and third [Council Tax] preference for the next two years
(Base: 2690, 2678, 2645)



Although the clear first preference was for the lowest council tax rise (46%), this has fallen from a majority view in 2021* (52%). At the same time, there was a corresponding increase in first preference for a mid-level rise (to 38% from 34% in 2021*).

Respondents aged under 35 (57%) and those on household incomes of up to £30k (58%) were most likely to prefer a council tax rise of less than 4.99%.

Openness to a higher rise increases with age and higher levels of income and was also the preference of democratically Elected Representatives.

*NB: the forecast rise in 2021 was 3.99%

Examples of arguments for and against raising Council Tax

Increasing council tax would have an impact on households across Hampshire as the cost of living is already at an all-time high and people are struggling.

Cost of living is very high so an increase in council tax would be difficult to meet.

An increase of council tax to 4.99% or above would have a huge impact on the monthly finances of my household and our ability to make ends meet in this stressful financial period....

If we had an increase in council tax to cover all these issues why are we now being asked to pay again.

In my opinion higher council tax to pay for essential services is the best option...., a higher council tax can significantly add to the sustainability of essential services and quality of life.

Raise council tax if necessary to protect the most vulnerable.

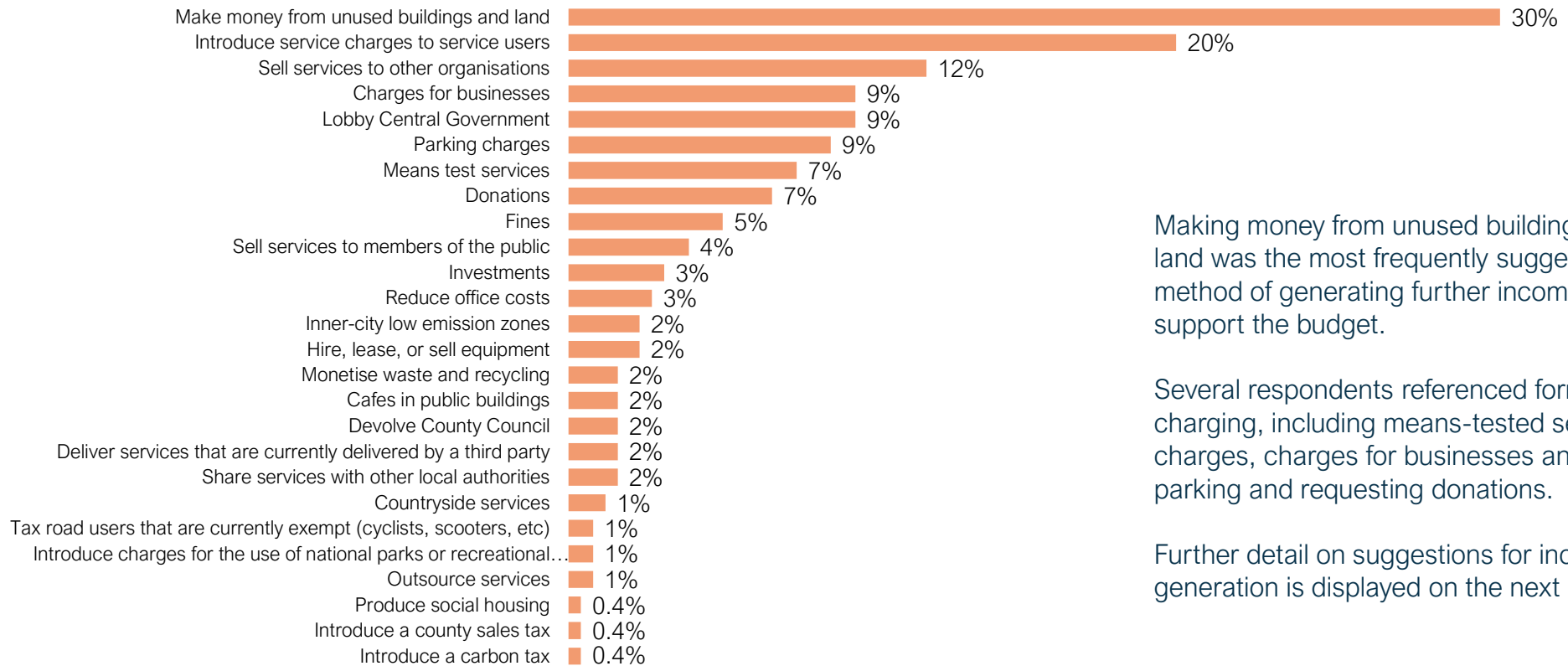
An increase in council tax will impact on me but I would rather see that than a reduction in services.

Raising council tax and charging for services will impact my disposable income. However, in order that the council can provide a sustainable service to the residents of Hampshire for the future, I recognise that this needs to be funded. For a reasonable service, I am prepared to pay more.



Suggestions for generating additional income

Themes from comments on ways that the County Council could generate additional income (multi code, base: 258 randomly selected comments which provided suggestions for income generation from 1,019 submitted)



Making money from unused buildings and land was the most frequently suggested method of generating further income to support the budget.

Several respondents referenced forms of charging, including means-tested service charges, charges for businesses and for parking and requesting donations.

Further detail on suggestions for income generation is displayed on the next slide.

Suggestions for generating additional income, further detail

Suggestions about **making money from unused buildings and land** related to leasing council buildings or land (15%), selling buildings or land (13%), using facilities as buildings hubs (6%), using them to generate renewable energy (5%), using them for social housing (2%), and converting them to private or commercial rental sites (2%)

Where suggestions about **introducing charges for service users** were expanded upon, these related to being means tested to only apply to more wealthy users (3%), that exercise classes provided by the Council should be charged for (2%), as should HWRC access (2%), with other suggestions relating to public health services, school transport, library usage, social care, Blue Badges, road usage, and traveller communities using Council land (1% each)

Comments providing **suggestions for selling services to other organisations** related to environmental services (2%), the Council's County Supplies service (2%) and also mentions of legal, property management, marketing, business support, management consultancy, printing, catering, IT, transport, HR, and financial services (1% each)

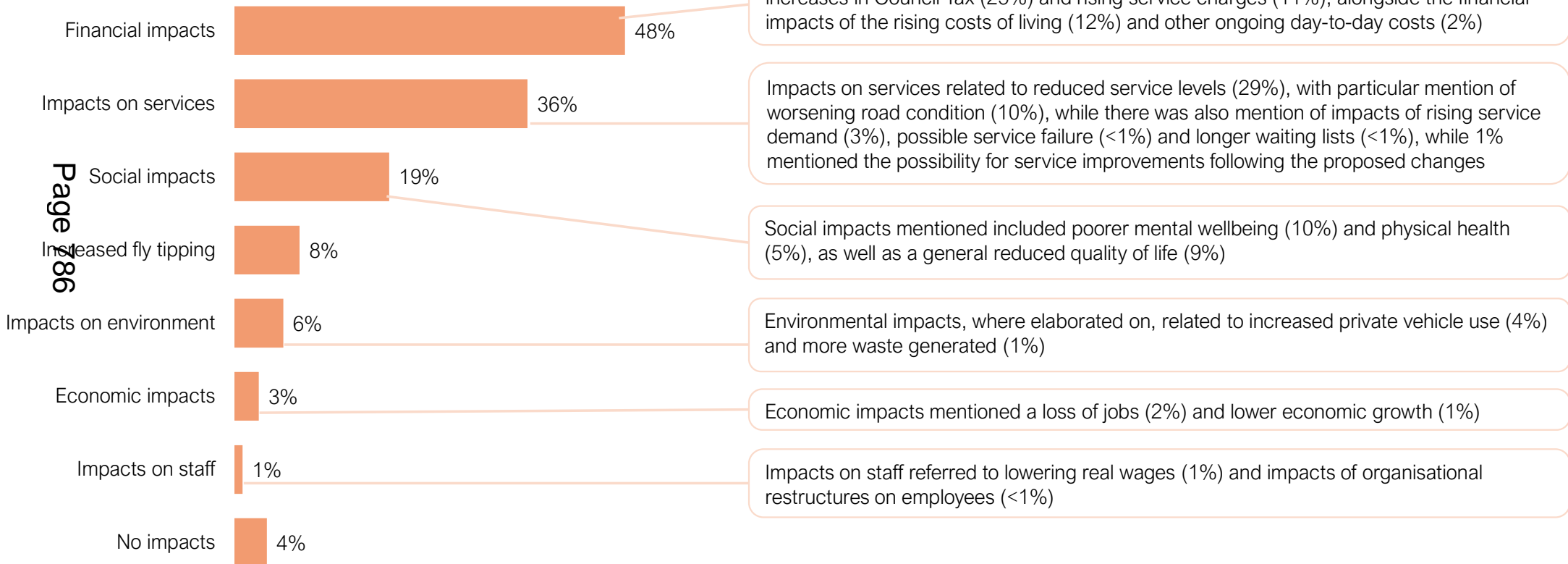
Charges for businesses were mentioned in relation to introducing a tourism tax (3%), charging utility companies for highway disruption (2%), sponsorship or advertising at Council sites (2%), higher business rates (2%), as well as greater charges for building and housing developers for infrastructure, charges for polluting businesses, and taxes for private schools in Hampshire (1% each)

Suggested ways to **lobby central government**, where expanded upon, related to securing permission to increase local planning charges (3%), and to give councils greater permission to provide their services in a commercial context (1%)

Parking charges related to residential parking permits (2%) and charging County Council staff for the use of parking on office premises (2%), as well as charging more for recreational use such as caravans, disabled parking, and charging for the use of school car parks outside of school term time (1% each)

Perceived impacts of proposed budget options

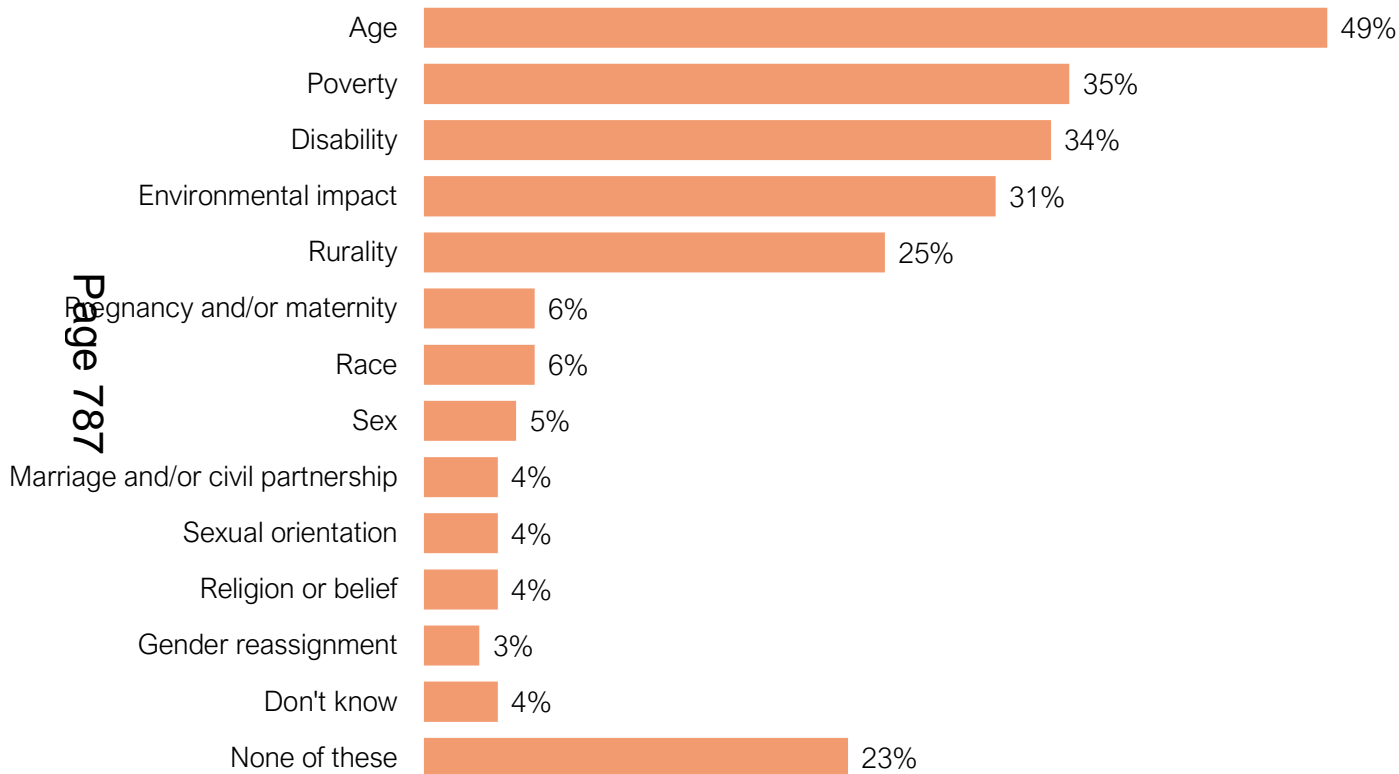
Perceived impacts of proposed budget options (multi code, base: 273 randomly selected comments from 1,395 submitted)



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Perceived impacts due to individuals' characteristics

Perceptions of which specific groups the proposed options could impact
(multi code, base: 892)



To help the County Council assess the impact of policies and practices on equalities (particularly individuals and communities with a protected characteristic) and climate change, respondents were asked to indicate whether the impacts they identified would affect a range of characteristics.

An impact on age was identified by almost half of respondents, with by impacts on poverty, disability, rurality and the environment also commonly mentioned.

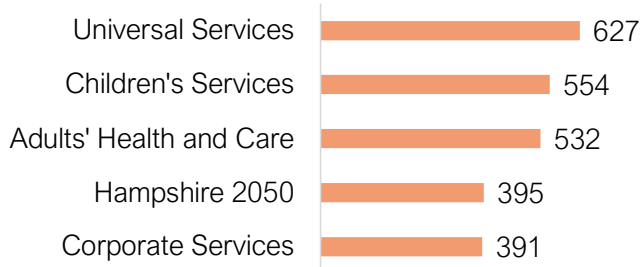
Further comments and suggested alternatives

Respondents were invited to suggest alternatives to the budget options proposed by the County Council. At a general level continued work towards efficiency improvements and expenditure reductions were most often mentioned, along with specific ideas relating to how the proposed options could be implemented.

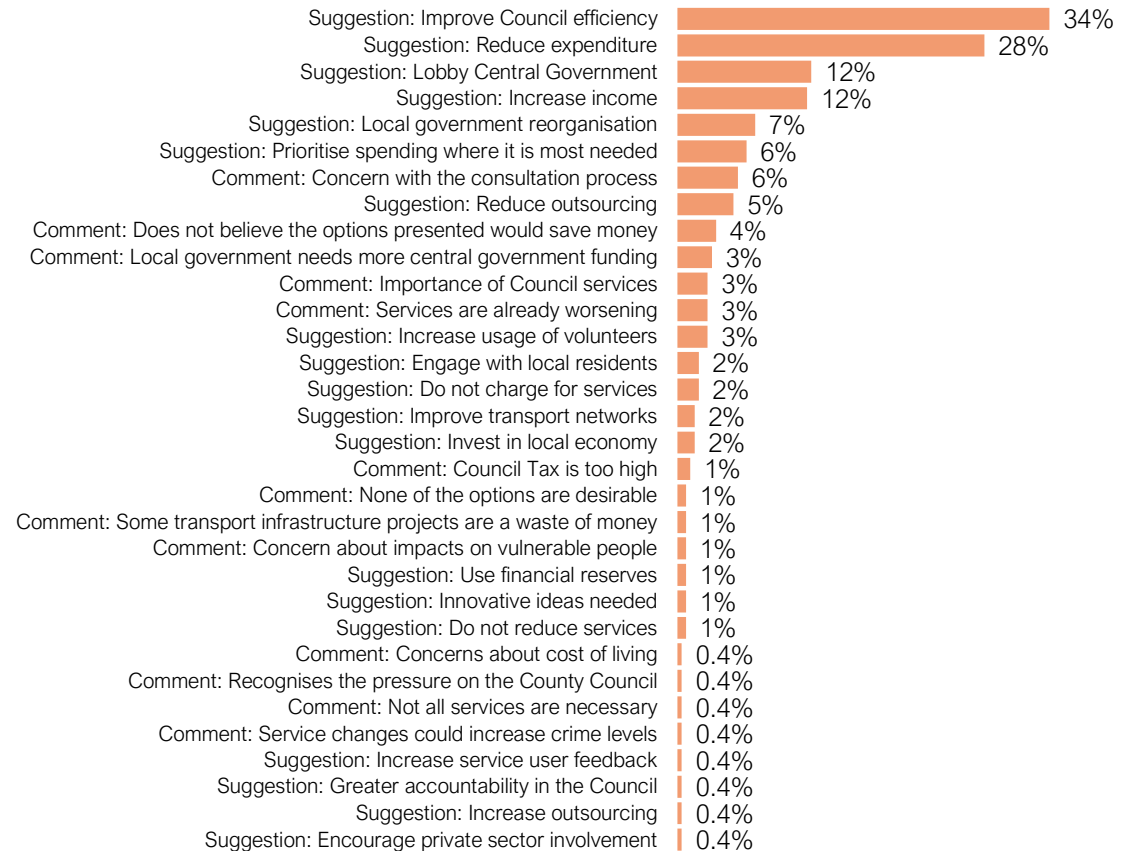
Further details are available on the following slide.

The following number of comments were also submitted about, and have been provided to, Directorates for consideration.

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Comment themes (multi code, base: 254 randomly selected comments from 507 submitted)



Feedback and alternative approaches in more detail

Where respondents mentioned **improving the efficiency of the County Council**, this included finding ways to reduce bureaucracy (7%), put more focus on front-line services (6%), selling or leasing unused property (4%), identifying and reducing wastage (3%), working with other councils more often (3%), means testing services (3%), having more efficient procurement methods (2%), and identifying economies of scale that can be exploited (2%)

In relation to **reducing expenditure**, ways to do so most commonly mentioned reducing senior officer costs (10%) and staffing costs (9%), with other comments relating to reducing pension costs (4%), for the Council to only deliver minimum service levels (3%), and reducing street lighting (2%), highways infrastructure (1%), and projects which do not have a clear benefit for the local area (1%)

Suggestions of **lobbying the Government** related to doing so to improve the level of funding for the County Council (7%) and to allow the County Council to have more powers to deliver services and generate revenue (5%), while 1 comment mentioned that local authorities should jointly lobby the Government

Ways that the Council could **increase income** included suggestions that the County Council raise Council Tax (4%), increase Council Tax revenue through increasing housing supply (2%), introduce charges to use highways (1%) and for utility companies when they need to do roadworks (1%), with a tourism tax also mentioned (1%) as well as proposed charges for using a concessionary bus pass (1%)

Service areas that respondents felt should be prioritised included:

- green policies (4%),
- public health (2%), and
- highways maintenance (1%),

With services for children, vulnerable adults, heritage, library services, and support for deprived areas also mentioned (<1% each)

Concerns with the consultation process, where described in more detail, related to views that the consultation questions were seen as unbalanced or 'leading' (2%), that information provided was unclear (2%), a belief that the consultation may be ignored (1%), that it was too complex (1%), that there was poor public awareness of it (<1%), and that it may have been an expensive exercise (<1%)

Unstructured responses

Unstructured responses include the emails, letters and other correspondence that the Council receives as part of the consultation that do not use the Response Form. The County Council received 37 unique unstructured responses to the Budget Consultation.

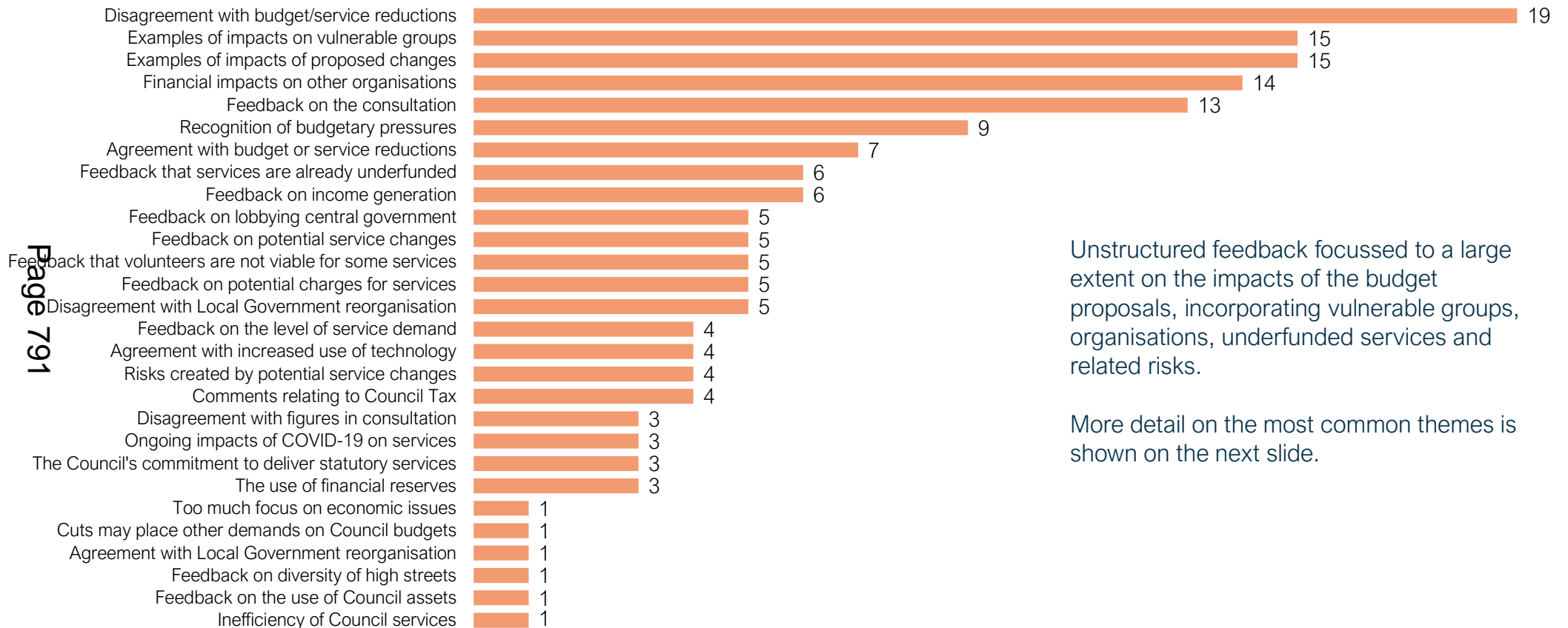
Of these 37 responses, 31 provided feedback on the consultation and its proposals, while 21 provided suggestions for ways that the County Council could deliver services differently and deliver a balanced budget.

Additionally, 92 comments were provided in response to corporate social media posts.

The themes covered by these comments are summarised within this section.

Unstructured responses giving feedback on the consultation proposals

Themes of comments which provided feedback on the consultation proposals (multi code, base: 31 comments)



Unstructured feedback focussed to a large extent on the impacts of the budget proposals, incorporating vulnerable groups, organisations, underfunded services and related risks.

More detail on the most common themes is shown on the next slide.

Feedback provided in unstructured responses

Comments expressing **disagreement with potential reductions** to budgets and services mentioned:

- disagreement with the County Council making changes to passenger transport (12 mentions) or community transport (10 mentions), school crossing patrols (6 mentions), highways maintenance (5 mentions), grant support to other organisations (4 mentions), libraries (1 mention) and street lighting (1 mention)
- that some services may become unviable if there were to be reductions in funding (3 mentions)

Comments about **impacts on vulnerable groups** specified that there could be impacts on people in rural areas (11 mentions), older adults (9 mentions), people with physical or mental health or disability issues (8 mentions), those experiencing poverty (8 mentions), and younger people (6 mentions), with 1 mention each for carers, pregnancy / maternity, race, religion, sex, and victims of abuse or substance misuse

Comments describing **impacts of proposed changes** most commonly related to environmental impacts (8 mentions), social isolation (7 mentions), public health (5 mentions), mental health (4 mentions), economic growth (4 mentions), and fly tipping (3 mentions)

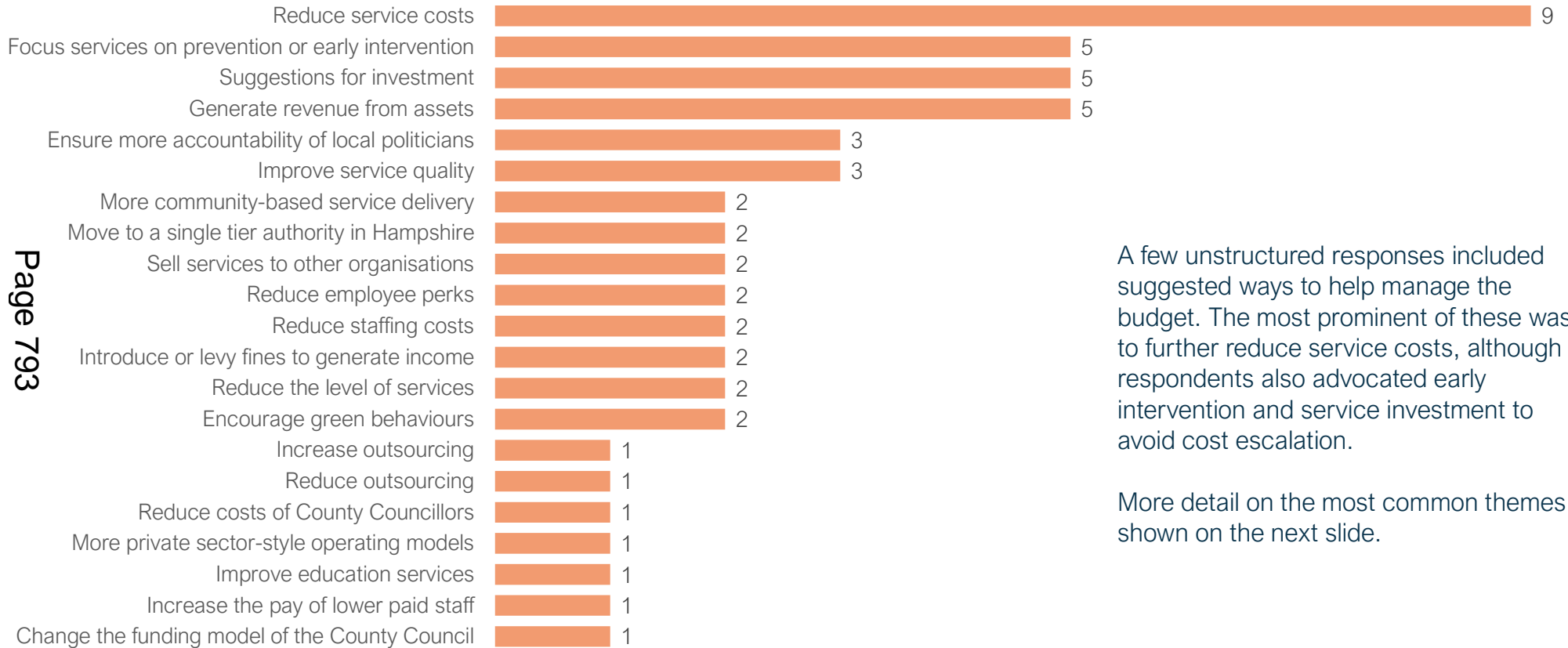
Financial impacts on other organisations most frequently described impacts on:

- charities and community groups (7 mentions),
- healthcare providers (6 mentions),
- district and parish councils (5 mentions),
- emergency services (2 mentions), and
- schools and transport providers (1 mention each)

In addition, 5 organisations mentioned that they and other organisations would be unable to pick up services if there were to be a need to do so following County Council reductions

Unstructured responses which provided suggestions

Themes of comments which provided suggestions on Council services or the consultation proposals (multi code, base: 21 comments)



A few unstructured responses included suggested ways to help manage the budget. The most prominent of these was to further reduce service costs, although respondents also advocated early intervention and service investment to avoid cost escalation.

More detail on the most common themes is shown on the next slide.

Suggestions mentioned in unstructured responses

Suggestions about **reducing service costs** most commonly related to sharing services with other organisations (4 mentions), and reducing bureaucracy at the County Council (2 mentions), as well as reducing underused services, lowering utility bills, transferring service responsibilities to community groups, and ensuring that the Council is reducing opportunities for fraud (1 mention each)

Suggestions about **focusing services on early intervention** and prevention of need for other services mainly related to public health (4 mentions), while there were also suggestions of prevention around services for families (2 mentions) and adult social care (1 mention)

Comments providing **suggestions for investment opportunities** related to providing this for:

- mental health support,
- passenger transport services,
- active travel infrastructure (1 mention),
- highways infrastructure (1 mention), and
- Investing in developer contributions (1 mention)

Suggested Ways to **generate income from assets** included car parking charges (3 mentions), finding ways to generate revenue in libraries (2 mentions), and with 1 mention each for generating income by renting out buildings, charging for the use of the Council's outdoor spaces, providing more NHS-funded social care, and selling or charging for access to the Council's art collection

Where respondents mentioned **improving the accountability of local politicians**, this was in relation to being more clear about the responsibilities for different types of local authorities, making it easier to contact councillors and services when with issues, and ensuring suitable political involvement in partnership working arrangements, which were each mentioned once

Suggested ways to **improve service quality** related to:

- better quality highways maintenance (3 mentions),
- waste services (1 mention), and
- ensuring that children and young people had safer walking routes to their schools and places of education (1 mention)

Feedback provided via social media

92 comments were provided in response to corporate social media posts. Of these, 31 were not relevant to the consultation as they commented on other subjects, such as national politics or non-council services.

The most common themes raised within the comments are listed below:

- 12 comments expressed views that responses would be ignored
- 6 comments shared views that insufficient detail was provided
- 6 comments gave views that council staff pensions and salaries should be reduced
- 5 comments suggested that the County Council should put greater focus on road maintenance
- 4 comments indicated views that the County Council was not using its money efficiently
- 4 comments shared concerns that charges for HWRCs could increase fly tipping
- 3 comments expressed concerns that budget and service reductions would impact the most vulnerable
- 2 comments suggested that the respondent would struggle to pay higher Council Tax rates, and another 2 comments mentioned that respondents were already struggling due to the increased costs of living
- 2 comments mentioned that consultation exercises were expensive to run
- 2 comments suggested that there is insufficient infrastructure to support new housing developments
- 2 comments encouraged other people to take part in the Budget Consultation
- 2 comments suggested that street lights could be switched off during quieter times at night

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Methodology and demographics

About this report

This report summarises the main findings from Hampshire County Council's 2023 Budget Consultation. Notable demographic variances from the average response are also highlighted, with further information available in the supporting data pack and tables.

As this was an open consultation, the respondents do not provide a representative sample of the Hampshire population. All consultation questions were optional, and the analyses only take into account actual responses – where 'no response' was provided to a question, this was not included in the analysis. As such, the totals for each question generally add up to less than the total number of respondents who replied via the consultation Response Form. In most cases, reported data has been re-based to exclude 'don't know' responses to facilitate demographic comparisons.

Respondents could disclose if they were responding as an individual, providing the official response of an organisation, group or business or if they were responding as a democratically Elected Representative. Given the relatively low number of organisations / democratically Elected Representatives that responded, the usefulness of percentages in quantifying their views is limited. However, analysis has been completed by 'respondent type', using indicative percentages for each closed question in order to help illustrate any contrast between their views and those of individuals – recognising that organisations / democratically Elected Representatives provide both an 'expert' view and speak on behalf of a larger audience.

A note on verbatim coding

All of the comments and unstructured responses received through the consultation were shared directly with services for full review, in order to inform the ongoing development of further proposals to balance the Council's budget, and associated Equality Impact Assessments.

Additionally, consultation codeframes were created using an inductive approach* from a random sample of replies from each general open-ended question received across the course of the consultation, in order to understand key themes arising, with the aim to code at least 200 comments per question (with the end number for each question being higher due to a high rate of responses in the final week of the consultation).

Unstructured responses and social media comments, which were small in number, were coded in full.

The codeframes aimed to draw out the key themes and messages from the comments covered, including any:

- specific groups to which they related;
- impacts that they mentioned;
- suggestions for how the Council could ensure a balanced budget; and
- feedback on the consultation process.

One individual worked on each codeframe to ensure a consistency of approach for each.

**This means that the themes were developed from the responses themselves, not pre-determined based on expectations, to avoid any bias in the analysis of these responses.*

Communications and promotion

- Press releases
- Consultation webpage
- Promotional email banner added to HWRC bookings and promotional block added to all HCC e-newsletters
- Organic social media posts (including contextual [animation](#) and [video](#)), displayed to users (impressions) 106,730 times
- Targeted social media and Google ads to address under-representation, displayed to users (impressions) 470,834 times
- Hampshire libraries - consultation documents and posters displayed, included in 'Read All About It' newsletter
- Digital screen or hard copy posters at 100+ bus stops
- Cascade via elected Members, staff, partner organisations (including, but not limited to Districts, Parishes, Police, Fire, Health, Community First), Schools and Youth Parliament, Community Pantries, Community researchers, Interfaith and multi-cultural networks
- Newsletter to Hampshire Perspectives residents' forum and consultation distribution list
- *Your Hampshire* resident newsletters
- Posters displayed at country parks, HCC Care establishments
- E-screens in County Council reception

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Hampshire County Council
 Emma Sparrow, your Recycling Centre appointment is confirmed.
 6978619

Eastleigh Town Council
 Budget consultation 2024-2026
 Tell us your views on how we fund local services and more.
 Have your say between 12 June and 11:59pm on 23 July 2023
 Visit hants.gov.uk/budgetconsultation

Hampshire County Council
 Just like Hampshire households, our budgets are under huge pressure.
 Here's an important message from the Leader of the County Council. Help shape decisions on how we fund local services in future by having your say on the budg... See more

Hampshire County Council
 Help us shape important decisions on future spending on local services in Hampshire. Our budget consultation runs until 23 July, to gather views on how to meet ... See more

Hampshire Chronicle
 By Sophie Gibbons
 HAMPSHIRE residents are being asked for their views on ways the county council can prepare its upcoming budget to balance rising costs.

Whitchurch Hampshire - News and What's On
 17 July at 10:49

Minstead Study Centre
 Being part of Hampshire County Council, we'd like to share this post and get lots of you involved if possible.

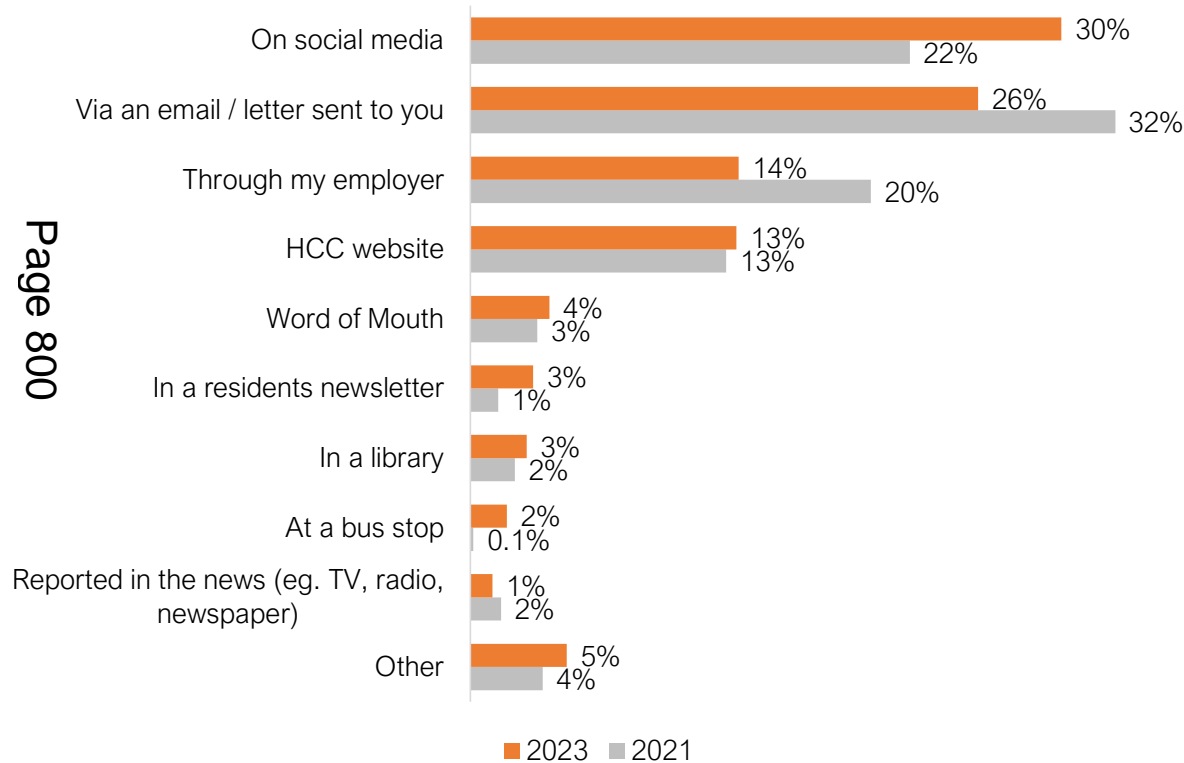
At Hampshire County Council
 we're committed to supporting people to live safe, healthy and independent lives

HCC Budget Consultation
 Home / News / HCC Budget Consultation

Hampshire County Council is seeking views on their budget consultation, which is looking at options in order to meet Residents across Eastleigh are encouraged to have their say. You can find further information [here](#)

How respondents heard about the consultation

How respondents heard about the consultation (Base: 2718, 714)



Most respondents heard about the consultation via social media (30%) or direct correspondence (26%).

This reflects the promotional work to raise awareness of the consultation.

Compared to 2021, social media, newsletters and bus stops have played a more prominent role in raising awareness, whereas the proportion of people learning about the consultation via direct correspondence or via their employer is lower.

List of responding organisations, groups and businesses

- Andover CE Primary School
- Barton Stacey Parish Council
- Basingstoke Hindu Society
- Brockhurst Primary School
- Buses in Fleet group
- Chandler's Ford Infant School
- Citizens Advice New Forest
- Communities First Wessex
- Eastleigh Youth and Community Trust
- Ecchinswell, Symdonton and Bishops Green Parish Council
- Energise Me
- G K Benford & Co
- Grayshott Parish Council
- Greenview RCH
- Hampshire Cultural Trust
- Hampshire UNISON
- Hampshire Youth Justice Service
- Havant and East Hants Mind x3
- Horndean Technology College
- Kay Hallsworth Gosport Voluntary Action
- Mind
- Odiham Parish Council
- Potley Hill Primary School
- Rowledge Church of England Controlled Primary School
- Solent Youth Action
- Specialist Teacher Advisory and Therapy Service Communication and Interaction Service
- St Columba school
- St Marks CE Primary School
- Steep C of E VC Primary School
- Tower Hill Primary School
- Unity (Southern) Ltd
- Ways into Work CIC
- Winchester Action on the Climate Crisis
- Yelabus Association CIO
- Youth Options
- Church Crookham Parish Council
- St Lawrence CE Primary School
- Eastleigh Borough Council
- One Community
- HIOW Fire and Rescue Service
- Community Transport Association
- Action Hampshire
- Community Transport Association
- Rushmoor Borough Council
- Solent Mind, Andover Mind and Havant & East Hants Mind
- Basingstoke and Deane Borough Council
- Hampshire and Isle of Wight ICB
- Rushmoor Voluntary Services
- Stagecoach South
- Healthwatch
- Frimley Health and Care ICS
- Test Valley Borough Council
- Winchester Green Party

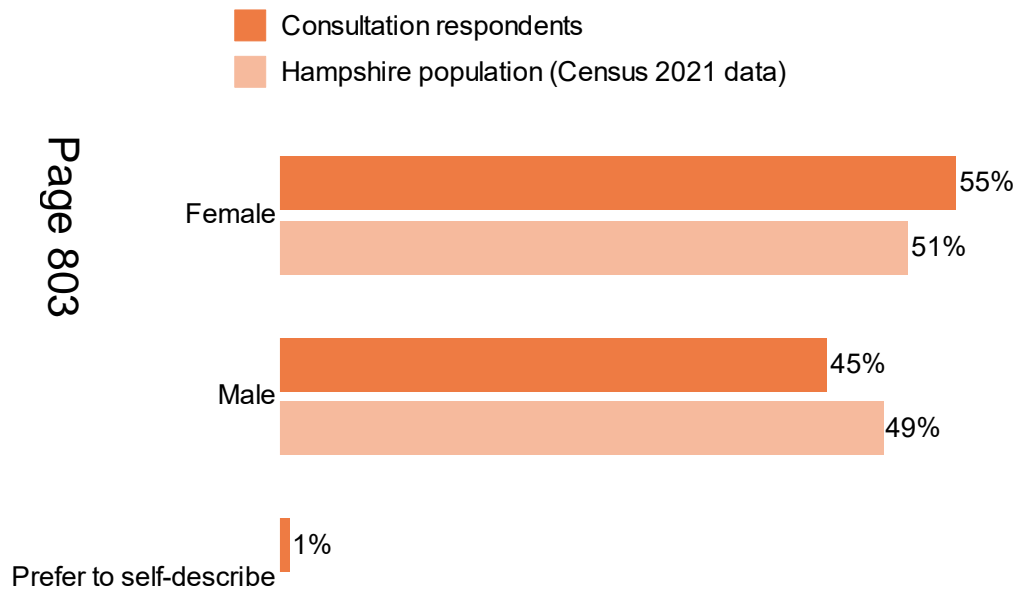
List of responding Democratically Elected Member Constituencies

- Aldershot North
- Aldershot South Division
- Ancells
- Ballard, New Milton Town Council
- Boyatt Wood Parish Council
- Boyatt Wood Parish Council
- Brighton Hill ward, Basingstoke and Deane Borough Council
- Candovers Oakley and Overton Division
- Chartwell Green , West End Parish Council
- East Boldre Parish council
- East Hampshire District Council
- Empress Ward, Rushmoor
- Fleet Town Council
- Fordingbridge Town Council
- Hardley. Holbury, N. Blackfield
- Hythe Central, New Forest District Council
- Itchen Valley Division
- Liphook, Headley and Grayshott
- Liss
- Petersfield Hangers
- Sherborne St John & Rooksdown
- St Bartholomew
- Steep
- Tadley and Baughurst
- Winchester - St Michael ward

Respondent age and gender profiles

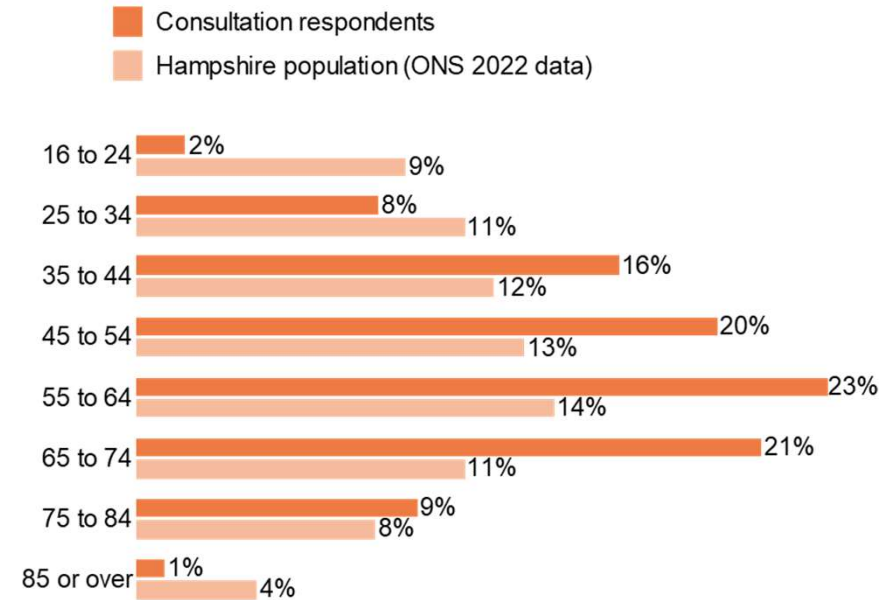
A slight over-representation of female respondents when compared to the Hampshire population.

Respondent gender profile (base: 2488, excludes 'prefer not to say', Census data only includes 'female' and 'male' categories)



Respondents aged between 35-64 were over-represented, whilst younger age groups (16-34) were under-represented.

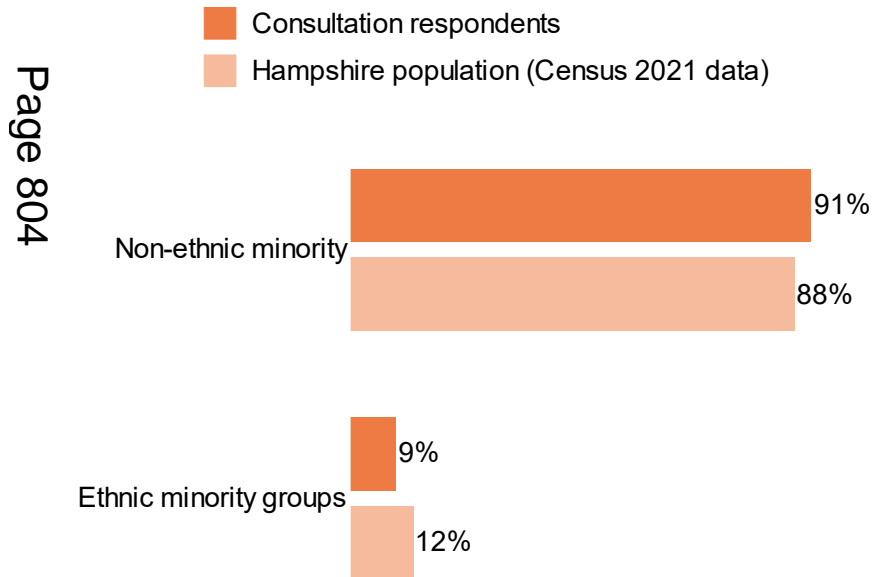
Respondent age profile (base: 2544, excludes 'prefer not to say')



Respondent ethnicity and disability profiles

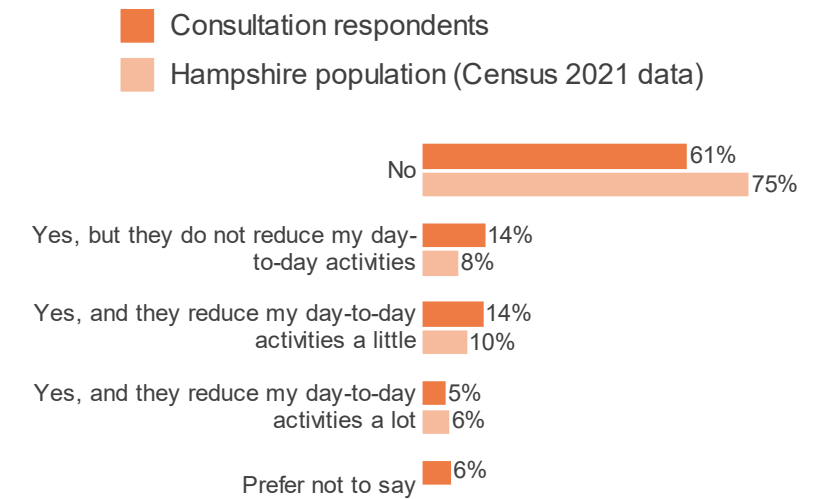
The respondent profile was slightly oriented towards the white ethnic population when compared to Hampshire's ethnic profile.

Respondent ethnic categorisation profile (base: 2426, excludes 'prefer not to say')



19% of respondents reported that they had a long-term disability or health issue that limited their day-to-day activities, slightly above the Hampshire average.

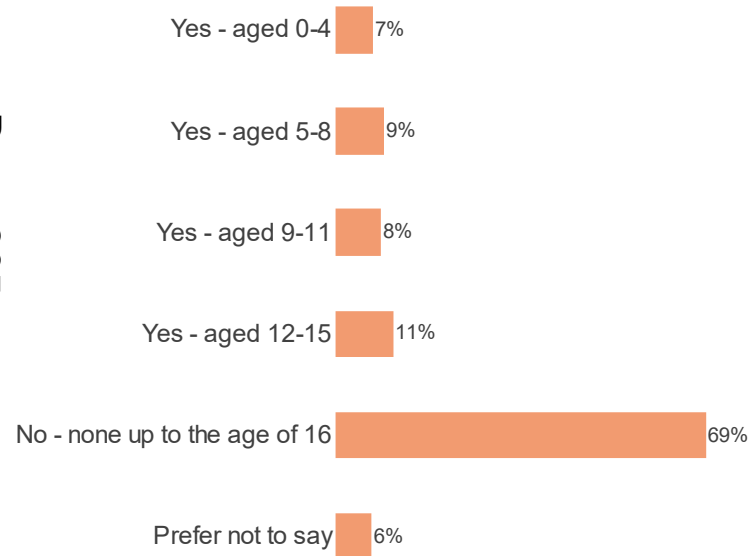
Do you have any physical or mental health conditions or illnesses lasting or expected to last 12 months or more? (base: 2651)



Respondent household profiles*

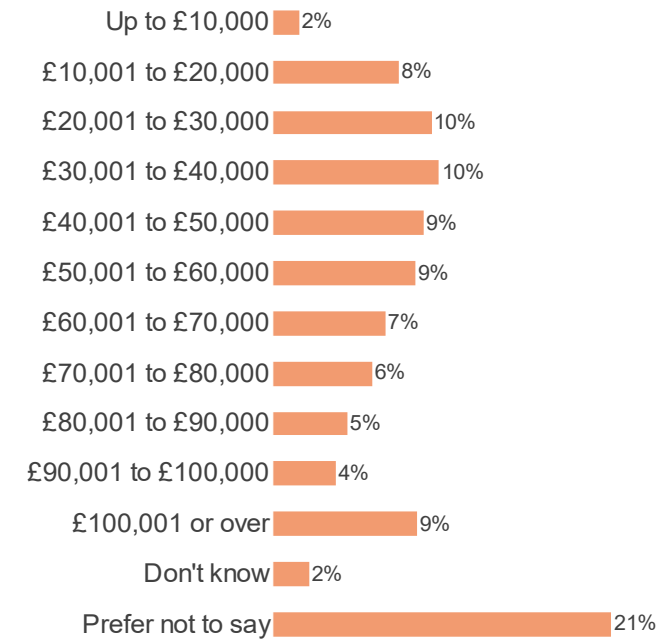
25% of respondents indicated that they had children living within their household

Presence of children in respondents' households (Multi code, base: 2429)



20% of respondents had a household income of under £30,000 per year, compared to 31% earning over £60,000

Household income profile (base: 2625)

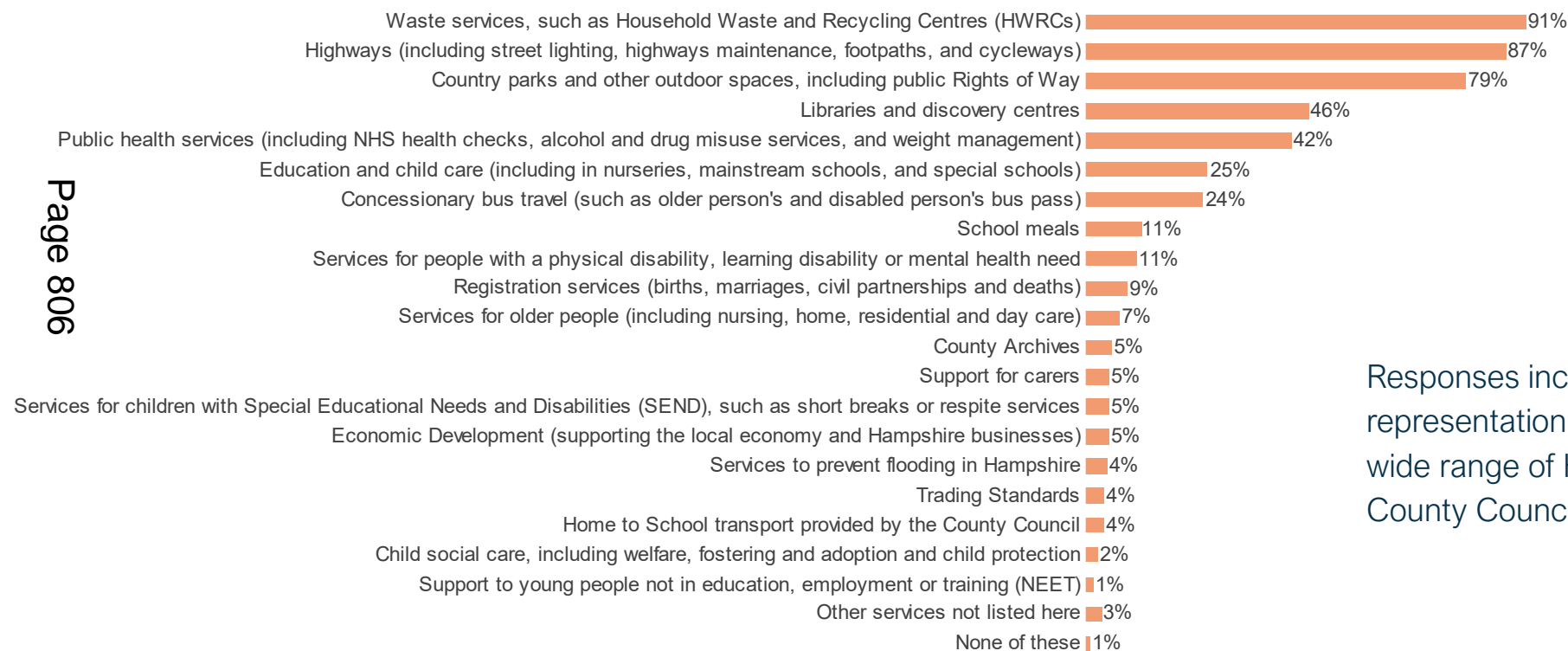


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*No available Census comparator for this data

Respondent Service Use

Hampshire County Council services used by respondents in the previous year (Base: 2714)

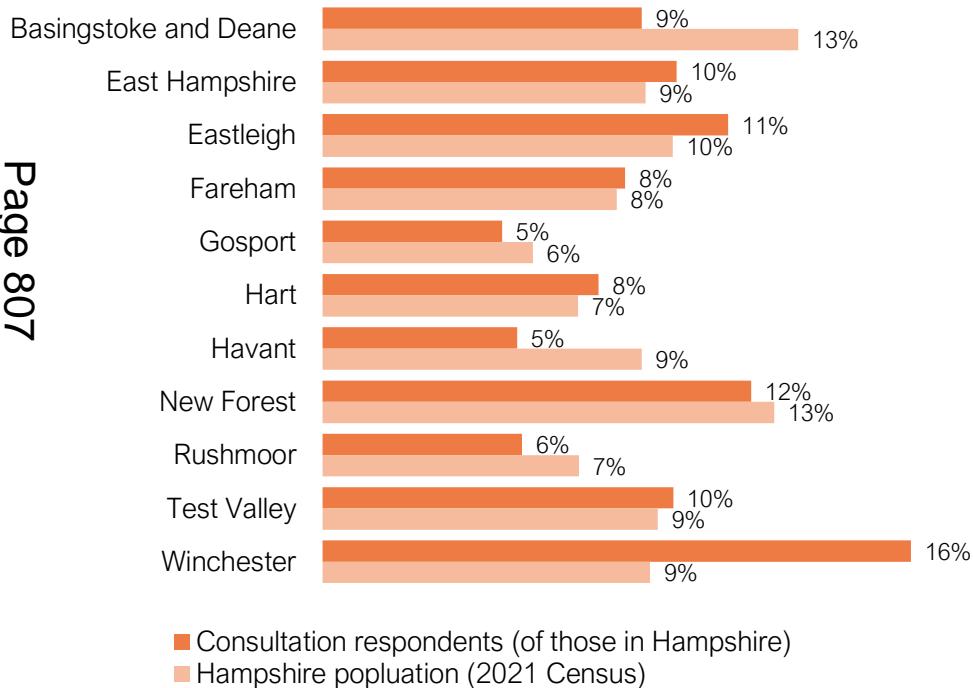


Responses included representation from users of a wide range of Hampshire County Council services

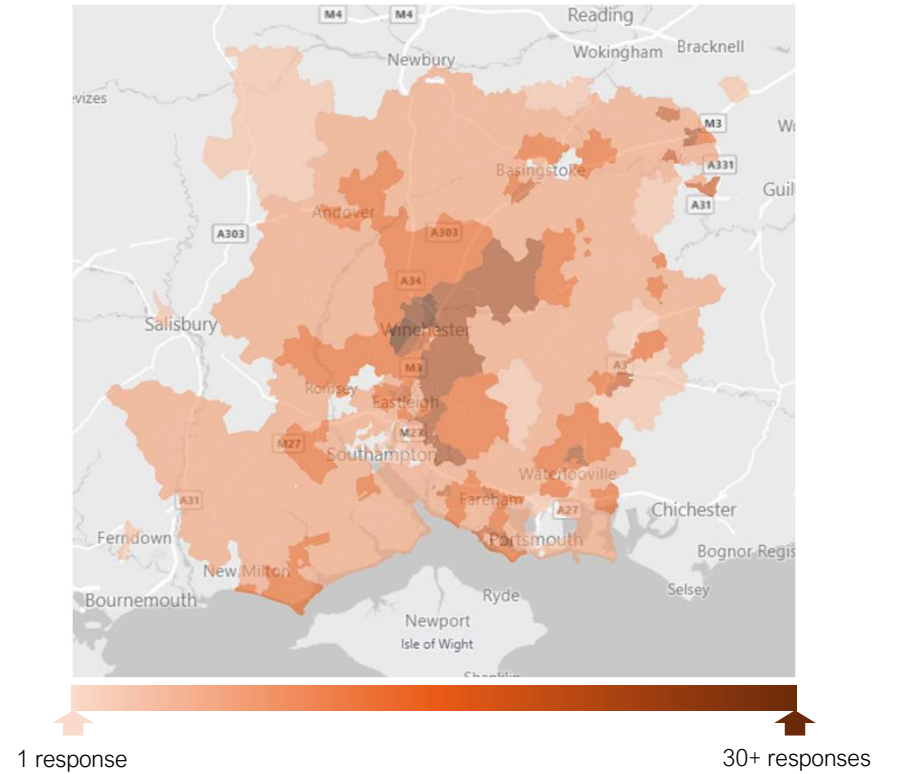
Location of respondents

The consultation heard from respondents from across the county, although the districts of Basingstoke and Havant were under-represented, despite targeted communications to these areas.

Respondent district profile
(base: 2,275 responses with Hampshire district data)



Respondent location profile (base: 1,814 postcodes)

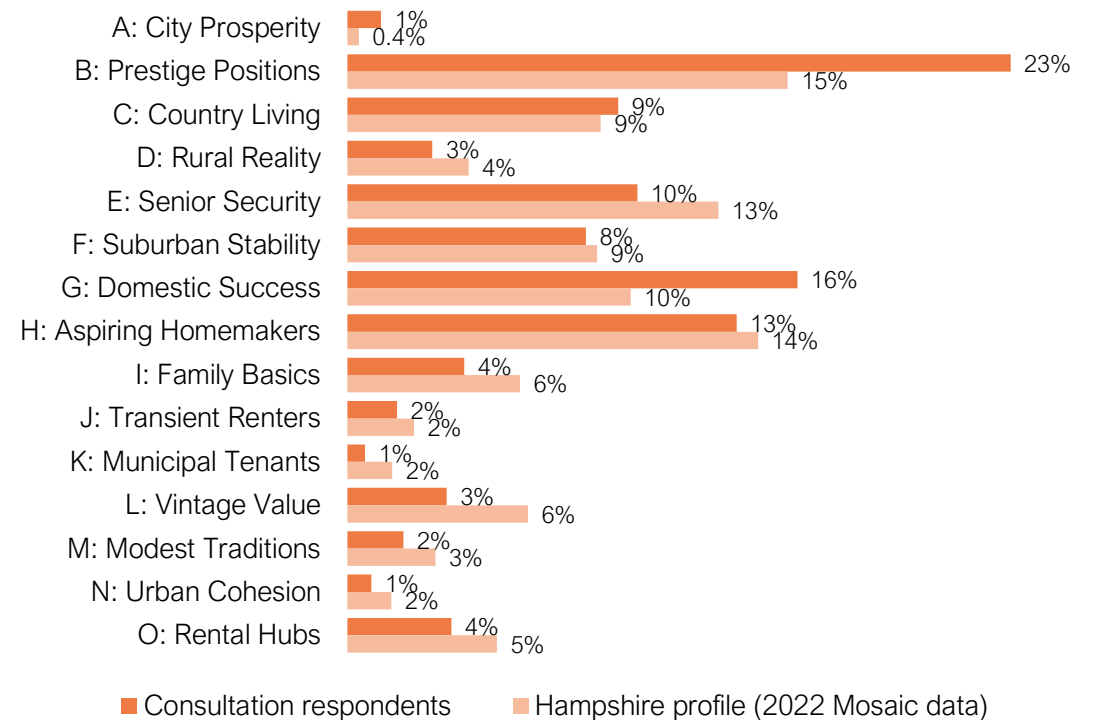


Mosaic 7 group profile*

Mosaic Groups 'B' (Prestige positions) and 'G' (Domestic Success) were notably overrepresented in the consultation responses, with 23% and 16% of postcodes respectively falling into this category, compared with 15% and 10% of postcodes in the Hampshire profile. These groups have high incomes, successful careers and live in desirable neighbourhoods.

In contrast, less affluent and more urban Groups are under-represented in the consultation responses, particularly Group L (Vintage Value), which is characterised as being composed of retired people aged over sixty-five who live, commonly alone, in modestly sized accommodation and groups K (Municipal Tenants) and N (Urban Cohesion) who are long-term residents of urban locations.

Respondent Mosaic 7 group profile
(base: 1,815 valid postcodes)



*Experian Mosaic is a customer segmentation tool which categorises every household and postcode in the UK into one of 15 Groups and 66 Types, based on demographic, economic, social and geographical information



Hampshire
County Council

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Cumulative Equality Impact Assessment

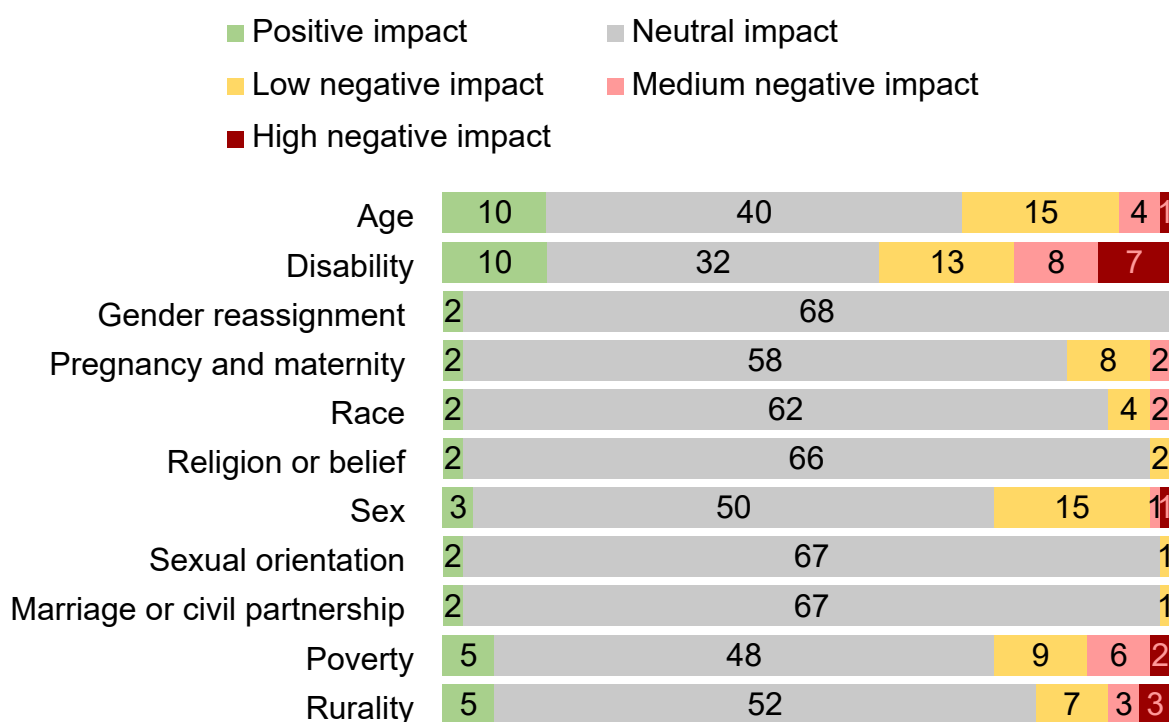
The Cumulative Equality Impact Assessment detailed in this Appendix is based on 70 Equality Impact Assessments (EIAs) completed in August 2023. As these EIAs continue to be reviewed or updated, the Cumulative EIA may be further revised.

Of the 70 EIAs:

- 21 (30%) indicated that proposals could have a neutral impact on people from key characteristic groups, with no potential positive or negative impacts noted
- 7 (10%) suggested changes could have a solely positive impact
- 42 (60%) highlighted proposals with at least one possible negative impact (high, medium or low). Of these, three proposed changes (4% of the total) were reported as potentially having both positive and negative impacts

The chart below provides a summary of the anticipated impacts by characteristic. It shows that the key characteristics most likely to be negatively impacted are disability (28 negative impacts), age (20 negative impacts), sex (17 negative impacts), and poverty (17 negative impacts). The high proportion of negative impacts relating to disability and age reflect that 38 of the 70 EIAs were in relation to proposed changes to services in Adults' Health and Care and Children's Services, that most frequently support young, older and disabled people. These services account for over 68% of the County Council budget¹.

Level and type of impact per protected characteristic



¹ <https://www.hants.gov.uk/aboutthecouncil/budgetspendingandperformance/budgetandcounciltax>

Of the 42 EIAs that identified potential negative impacts, 27 of these identified negative impacts on more than one group. The table below shows how often two characteristics appear together (with percentages as a proportion of the total 70 EIAs). Combinations that appear at least five times are shaded in grey.

This demonstrates that the most frequent combinations of impacts involve age, disability, sex, and poverty.

	Age	Disability	Gender reassignment	Pregnancy and maternity	Race	Religion or belief	Sex	Sexual orientation	Marriage or civil partnership	Poverty	Rurality
Rurality	9 (13%)	10 (14%)	-	5 (7%)	3 (4%)	2 (3%)	7 (10%)	-	-	12 (17%)	13 (19%)
Poverty	10 (14%)	10 (14%)	-	5 (7%)	3 (4%)	2 (3%)	6 (9%)	-	1 (1%)	17 (24%)	
Marriage or civil partnership	1 (1%)	-	-	-	-	-	-	-	1 (1%)		
Sexual orientation	1 (1%)	1 (1%)	-	-	1 (1%)	-	1 (1%)	1 (1%)			
Sex	11 (16%)	10 (14%)	-	10 (14%)	5 (7%)	2 (3%)	17 (24%)				
Religion or belief	2 (3%)	2 (3%)	-	2 (3%)	2 (3%)	2 (3%)					
Race	6 (9%)	5 (7%)	-	3 (4%)	6 (9%)						
Pregnancy and maternity	7 (10%)	6 (9%)	-	10 (14%)							
Gender reassignment	-	-	-								
Disability	16 (23%)	28 (40%)									
Age	20 (29%)										

Number of EIAs with multiple impacts including this characteristic	20 (29%)	18 (26%)	-	10 (14%)	6 (9%)	2 (3%)	15 (21%)	1 (1%)	1 (1%)	14 (20%)	13 (19%)
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Within the 28 EIAs that referenced negative impacts on disability there were references to potential impacts on:

- people with mental health issues (ten mentions)
- people with learning disabilities (nine mentions)
- people with physical disabilities (eight impacts)
- staff with a disability, people with visual or mobility impairments, and people with a disability that impairs their ability to use technology (one mention each)

Within the 20 EIAs that referenced negative impacts on age there were references to potential impacts on:

- older service users (11 mentions)
- younger service users (seven mentions)
- older staff (five mentions)
- younger staff (one mention)

Within the 17 EIAs that referenced negative impacts on sex there were references to potential impacts on:

- female staff (nine mentions)
- female service users (seven mentions)
- male service users (one mention)

Within the 17 EIAs that referenced negative impacts on poverty there were references to potential impacts on:

- communities where deprivation is high (four mentions)
- people without access to transport (three mentions)
- people in receipt of benefits (two mentions)
- people digitally excluded as a result of poverty (two mentions)
- people on lower incomes, and staff who may be at risk of redundancy (one mention each)

Within the 13 EIAs that referenced negative impacts on rurality there were references to potential impacts on:

- smaller communities (four mentions)
- areas with poor local access to services (three mentions)
- rural areas with roads in poor condition (two mentions)
- people with poor access to transport or who rely on the use of a car (two mentions)
- people requiring on emergency care, and poorly connected communities (one mention each)

A summary list of all submitted EIAs is included below:

EIA	Key	Directorates										
		Age	Disability	Gender reassignment	Pregnancy and maternity	Race	Religion or belief	Sex	Sexual orientation	Marriage or civil partnership	Poverty	Rurality
Care Governance and Quality Assurance		N	N	N	N	L	N	L	N	N	N	N
Resident Participation: Hampshire Personalisation Expert Panel		N	L	N	N	N	N	N	N	N	N	N
Contracts Review		N	H	N	M	N	N	M	N	N	H	M
Review workforce requirements in Young Adults		L	L	N	N	N	N	N	N	N	N	N
Review use of wellbeing centres and explore alternative funding		N	M	N	N	N	N	N	N	N	N	N
Exploring integration opportunities for Mental Health services with the NHS		N	M	N	N	N	N	N	N	N	N	N
Review support provided for people with learning disabilities in employment		N	H	N	N	N	N	N	N	N	N	N
Review the provision of transport and consider alternatives		N	H	N	N	N	N	N	N	N	N	N
Increase the use of volunteers to support young adults		N	L	N	N	N	N	N	N	N	N	N
Expansion of HCC Care to provide more long-term services for people with disabilities		N	N	N	N	N	N	N	N	N	N	N
Review the use of technology in residential care and supported living with a particular focus upon night support		N	M	N	N	N	N	N	N	N	N	N
A further review and increase in the use of supported living models and a decrease in the use of residential care for some Young Adults		N	L	N	N	N	N	N	N	N	N	N
Transition strategies		L	H	N	N	N	N	N	N	N	N	N
Review and manage the provision of high-cost placements within Young Adults		N	H	N	N	N	N	N	N	N	N	N
Application of Strengths Based Approaches and further extension of Strengths Based Approach across Young Adults		N	H	N	N	N	N	N	N	N	N	N
Learning and Development Income		P	P	P	P	P	P	P	P	P	P	P
Brokerage & Billing Fees		M	M	N	N	N	N	N	N	N	N	N
Technology Enabled Care Private Pay		P	P	N	N	N	N	N	N	N	M	N
Disabled Facilities Grants		P	P	N	N	N	N	N	N	N	P	P
Grants Review		M	M	N	N	M	N	N	N	N	M	M
Health Contributions		N	N	N	N	N	N	N	N	N	N	N
Review workforce requirements in Older Adults (Reablement including Occupational Therapy)		L	M	N	N	N	N	L	N	N	L	L
Older Adults Care Overview EIA		P	P	N	N	N	N	P	N	N	M	H
Information and Advice		P	P	N	N	N	N	N	N	N	N	P
Client Contributions		M	M	N	N	N	N	N	N	N	M	N
Digital Automation		P	P	N	N	N	N	N	N	N	M	M
Minor Efficiencies		N	N	N	N	N	N	N	N	N	N	N
Older Adults Respite and Day Services		M	M	N	N	N	N	N	N	N	M	H
Services for Young Children Budget		N	N	N	N	N	N	N	N	N	N	N
Tender of The Aviary Nursery		N	N	N	N	N	N	N	N	N	N	N
Funding of Education & Inclusion Work Force Development (WFD) Post		N	N	N	N	N	N	N	N	N	N	N
Family Help		P	P	N	N	N	N	N	N	N	P	P
Children's Social Care		P	P	N	N	N	N	N	N	N	P	N
Joint Commissioning and Brokerage		P	P	N	N	N	N	N	N	N	N	N
CS11 – Sold Services to Schools		N	N	N	N	N	N	N	N	N	N	N
Regional UASC Brokerage service		P	P	P	P	P	P	P	P	P	P	P
Library Service: Asset Review		N	N	N	N	N	N	N	N	N	N	N
Library Service: Staff savings		N	N	N	L	N	N	L	N	N	N	N
IT Services Savings:		L	L	N	N	L	N	L	N	N	N	N
Shared Services – Integrated Business Centre		N	N	N	N	N	N	N	N	N	N	N
Internal Audit – income generation		N	N	N	N	N	N	N	N	N	N	N
Finance – operating model		N	N	N	L	N	N	L	N	N	N	N
Pensions, Investments and Borrowing		N	N	N	N	N	N	N	N	N	N	N
Strategic Procurement Income Generation		N	N	N	N	N	N	N	N	N	N	N
Communications and Engagement – Redesign of operating model		L	L	N	L	L	N	L	N	N	N	N
Emergency Planning – Redesign of operating model		L	N	N	L	N	N	L	N	N	N	N
Democratic Services – Redesign of operating model		L	N	N	L	N	N	L	N	N	N	N
HR & OD		N	N	N	N	N	N	L	N	N	N	N
Legal Services – Operating & Business Model Review		N	N	N	N	N	N	L	N	N	N	N
Highways Service – Planned, Routine, and Reactive Maintenance		L	L	N	N	N	N	N	N	N	N	N
Highways Winter Service Provision		L	L	N	N	N	N	L	N	N	N	L
Street Lighting		N	L	N	N	N	N	L	N	N	N	N
School Crossing Patrols		N	N	N	N	N	N	N	N	N	N	N
Public Transport		H	H	N	M	M	L	H	N	N	H	H
Waste Services – Household Waste Recycling Centres		L	L	N	N	N	N	N	N	N	L	L
Cross-Directorate - reductions to directorate non-pay budgets, including Learning & Development, Postage & Printing.		N	N	N	N	N	N	N	N	N	N	N
Highways, Engineering & Transport - Commercial opportunities		N	N	N	N	N	N	N	N	N	L	N
Waste and Environmental Services trading areas (Environmental Services (Trading), Asbestos, Scientific Services and Trading Standards)		N	N	N	N	N	N	N	N	N	N	N
Facilities Management - service reductions and efficiencies linked to office accommodation rationalisation		N	N	N	N	N	N	N	N	N	N	N
Registration and Archives Commercial Efficiencies		L	N	N	N	N	N	N	N	L	L	N
Countryside Commercial and Efficiencies.		N	N	N	N	N	N	N	N	N	L	N
Outdoor Centres		N	N	N	N	N	N	N	N	N	N	N
Highways and Countryside Parking Provision		N	N	N	N	N	N	N	N	N	L	L
Cross Directorate Organisational Design		N	N	N	N	N	N	N	N	N	N	N
Reduction in Feasibility Study Spend (Property Services)		N	N	N	N	N	N	N	N	N	N	N
Revenue grant funding – Hampshire Cultural Trust		L	L	N	L	N	N	L	N	N	L	L
Centrally administered grant funding – revenue funding		L	L	N	L	N	N	L	N	N	L	L
H2050 Organisational Redesign		N	N	N	N	N	N	N	N	N	N	N
Centrally administered grant funding – one-off competitive funding		L	L	N	L	L	L	L	N	N	L	L
H2050 Office Accommodation - Areas		N	N	N	N	N	N	N	N	N	N	N

Reserves Strategy

1. Introduction

- 1.1 The level and use of local authority reserves has been a regular media topic over a number of years, and more recently the Government has reiterated the view that reserves should feature more significantly in plans to reduce the impact of current financial pressures, and especially the impact of high inflation. Whilst helpful in the short term, as demonstrated by the County Council's use of its Budget Bridging Reserve, in the medium term however, one-off reserve funding does not provide a sustainable solution to on-going financial pressure.
- 1.2 The County Council has continually explained that reserves are kept for many different purposes and that simply trying to bridge the requirement for long term recurring savings through the use of reserves only serves to use up those reserves very quickly (meaning that they are not available for any other purposes), and merely delays the point at which the recurring savings are required.
- 1.3 At the end of the 2022/23 financial year the total reserves held by the County Council, including the general fund balance and individual schools' balances, but excluding the DSG deficit, total £845m. This is £38m lower than the year before and represents the 'tipping point' anticipated in our MTFs as reserves are used as intended to support transformation and to cash flow budget gaps until permanent savings are fully implemented.
- 1.4 This Appendix sets out in more detail what those reserves are for and outlines the strategy that the County Council has adopted.

2. Reserves Position 31 March 2023

- 2.1 Current earmarked reserves together with the General Fund Balance totalled £845m at the end of the 2022/23 financial year. The table below summarises by purpose the total level of reserves and balances that the County Council holds and compares this to the position reported at the end of 2021/22. It also shows the reserve transfers agreed by County Council in July 2023.
- 2.2 The narrative beneath the table explains in more detail the purpose for which the reserves are held and in particular why the majority of these reserves cannot be used for other reasons.

	Balance 31/03/2022 £'000	Balance 31/03/2023 £'000	Post Transfers 20/07/2023 £'000	% of Total %
General Fund Balance	24,098	24,998	24,998	3.1
<u>Fully Committed to Existing Spend Programmes</u>				
Revenue Grants Unapplied	8,438	9,590	7,190	0.9

	Balance 31/03/2022 £'000	Balance 31/03/2023 £'000	Post Transfers 20/07/2023 £'000	% of Total %
General Capital Reserve	167,414	172,441	110,741	13.6
Street Lighting Reserve	26,835	26,953	26,953	3.3
Public Health Reserve	8,869	10,768	10,768	1.3
Other Reserves	1,361	1,513	1,513	0.2
	212,917	221,265	157,165	19.2
<u>Directorate / Trading Reserves</u>				
Trading Accounts	11,038	10,238	10,238	1.3
Directorate Cost of Change Reserve	175,079	141,801	141,801	17.4
	186,117	152,039	152,039	18.6
<u>Risk Reserves</u>				
Insurance Reserve	43,684	47,529	47,529	5.8
Investment Risk Reserve	6,250	6,250	6,250	0.8
	49,934	53,779	53,779	6.6
<u>Corporate Reserves</u>				
Budget Bridging Reserve	98,971	73,111	134,371	16.4
Invest to Save	15,581	16,462	2,362	0.3
Corporate Policy Reserve	8,107	9,158	1,361	0.2
Organisational Change Reserve	3,163	3,003	0	0.0
	125,822	101,734	138,094	16.9
<u>HCC Earmarked Reserves</u>				
EM3 LEP Reserve	3,741	3,572	3,572	0.4
Schools' Reserves	83,903	81,323	81,323	10.0
	686,533	638,710	610,970	74.8
<u>Total Revenue Reserves & Balances</u>				
Capital Grants Unapplied	196,447	206,292	206,292	25.2
Total Reserves and Balances	882,980	845,002	817,342	100.0
Transferred to the revenue budget:				
Highways maintenance			22,500	
Analogue to digital networks			5,240	
Total			845,002	

General Fund Balance

- 2.3 The General Fund Balance is the only reserve that is in effect not earmarked for a specific purpose. It is set at a level recommended by the Chief Financial Officer (CFO) of around 2.5% of the net budget requirement and it represents a working balance of resources that could be used at very short notice in the event of a major financial issue.

Fully Committed to Existing Spend Programmes

- 2.4 By far the biggest proportion of revenue reserves are those that are fully committed to existing spend programmes and around £111m of this funding is required to meet commitments in the Capital Programme. These reserves really represent the extent to which resources, in the form of government grants or revenue contributions to capital, are received or generated in advance of the actual spend on projects.
- 2.5 The Street Lighting Reserve represents the anticipated surplus generated by the financial model for this Public Finance Initiative scheme that is invested up front and then applied to the contract payments in future years, and the Public Health reserve represents the balance of the ring-fenced government grant carried forward for future public health expenditure.
- 2.6 Based on current plans, these reserves are fully committed to be spent in the coming years and do not therefore represent 'spare' resources. However, the County Council could potentially re-consider planned expenditure in order to repurpose this reserve funding for higher priority one-off spend.

Directorate / Trading Reserves

- 2.7 Trading services within the County Council operate as semi-commercial organisations and as such they do not receive a budget allocation from the County Council in respect of capital investment or annual pressures arising from spending or income fluctuations.
- 2.8 Given this position, any surpluses generated by the trading services are earmarked for their use to apply for example to equipment renewal, service expansion, service improvement, innovation and marketing. They are also used to smooth cash flows between years if deficits are made due to the loss of the customer base and to provide the time and flexibility to generate new revenues to balance the bottom line in future years.
- 2.9 Directorate reserves are generated through budget savings in annual revenue expenditure and Council policy was changed in 2010 to allow directorates to retain budget savings in order to provide resources to implement changes associated with savings proposals and to manage the cash flow impact of later delivery of savings and in year budget pressures.
- 2.10 Utilising reserves in this way and allowing directorates and trading services to retain surpluses has encouraged prudent financial management as managers have been able to ensure that money can be re-invested in service provision without the need to look to the corporate centre to provide funding.
- 2.11 However, given the significant financial challenges which the Council currently faces, it is no longer possible to allow directorates to retain savings delivered

in the interim years of two year savings programmes. All planned savings delivered from 2023/24 agreed as part of the SP2025 Programme will be transferred to the Budget Bridging Reserve at the end of each financial year (see sections 2.19 – 2.22) to contribute towards meeting the budget gap on an interim basis.

- 2.12 It is acknowledged that this will lead to a decline in directorate reserves over time as existing balances are put to use as planned by directorates. However, any additional enabling investment required to facilitate savings delivery will be considered and managed corporately through the Invest to Save Reserve (see section 2.24).
- 2.13 All directorates will be utilising their reserves to fund the activity to deliver the remaining elements of the Tt2021 and SP2023 programmes and to fully cash flow the later delivery of savings if needed. The reserves will also continue to be used for essential service investment and equipment replacement.

Risk Reserves

- 2.14 The Council holds specific reserves to mitigate risks that it faces. The County Council self insures against certain types of risks and the level of the Insurance Reserve is based on an independent valuation of past claims experience and the level and nature of current outstanding claims.
- 2.15 Each year the County Council sets aside an insurance provision to meet claims resulting from incidents that have occurred during the year, along with reserves to cover potential claims arising from incidents in that year but where the claims are received in the future.
- 2.16 Regular actuarial reviews on the overall Insurance Fund have provided assurance that the County Council has been setting aside appropriate levels of funding against future liabilities to date.
- 2.17 The Investment Risk Reserve was established in 2014/15 to mitigate the slight additional risk associated with the revised approved investment strategy as a prudent response to targeting investments with higher returns. The aim is to hold a minimum risk reserve of 2.5% of the total higher yielding investment portfolio and a reserve balance of £6.25m was established in 2021 representing 2.5% of the then earmarked investment. The reserve currently equates to 3.5% of the actual allocation to pooled investments of £174.5m.

Corporate Reserves

- 2.18 The above paragraphs have explained that most reserves are set aside for specific purposes and are not available in general terms to support the revenue budget or for other purposes.
- 2.19 This leaves other available earmarked reserves that are under the control of the County Council and totalled nearly £102m at the end of last financial year. Whilst it is true to say that these reserves could be used to mitigate budget pressures resulting from increasing demand and inflation, the County Council has decided to take a more sophisticated long term approach to the use of these reserves, that brings many different benefits both directly and indirectly

to the County Council and the residents of Hampshire. These reserves are broken down into four main areas:

- 2.20 **Budget Bridging Reserve (BBR)** – This reserve was set up many years ago to deal with changes in government grant that often came about due to changes in distribution methodology that had an adverse impact on Hampshire compared to other parts of the country.
- 2.21 More recently the reserve has been used to fund budget deficits in the ‘interim’ year of the two year savings cycle and to provide any corporate cash flow support needed for the planned later delivery of savings.
- 2.22 The increased deficit over and above the £80m savings accounted for in the 2023/24 budget and the predicted deficit in the 2024/25 ‘interim’ year will need to be met from the BBR and have been factored into the updated MTFs set out in the main body of the report. A review of the Council’s reserve balances was undertaken in July 2023 resulting in the repurposing and transfer of £61.26m from other corporate and earmarked reserves into the BBR to contribute to bridging the budget gap for 2024/25, albeit a small deficit of £2.4m still remains. This is in addition to a significant shortfall of £56.9m in 2025/26, after accounting for the profile of identified SP2025 savings.
- 2.23 **Invest to Save** – This reserve is earmarked to provide funding to help transform services to make further revenue savings in the future. Rather than just prop up the budget on a short term basis, the County Council feels it is a far more sensible policy to use available reserves to generate efficiencies and improve services over the longer term, by re-designing services and investing in technology and other solutions that make services more modern and efficient.
- 2.24 An allocation of £5m from the reserve will be made available to fund major change initiatives to support delivery of the Savings Programme to 2025, supplementing available directorate resources as these are depleted following the change in policy as set out in section 2.11. Requests from directorates to access the funding will be considered by the Corporate Management Team on a case by case basis and approved under the recommended delegation.
- 2.25 **Corporate Policy Reserve** – This small reserve is available to fund new one off budget initiatives that are agreed as part of the overall budget. It offers the opportunity to introduce specific service initiatives that might not have otherwise gained funding and are designed to have a high impact on service users or locations where they are applied.
- 2.26 **Organisational Change Reserve** – The reserve was formally used to meet the additional costs of the Council’s enhanced voluntary redundancy (EVR) scheme, introduced in 2011, associated with large scale organisational change programmes. In recent years, following changes to the EVR scheme, all redundancy costs have been fully met Directorates and this will continue to be the case for any future change programmes. The balance of the reserve was therefore repurposed in July 2023 and will be transferred to the BBR to contribute towards bridging the budget gap for 2024/25.
- 2.27 It should be highlighted that even after increasing the BBR to cover the anticipated budget gaps this year and next, the total ‘Corporate Reserves’ outlined above accounted for only 16.9% of the total reserves and balances

that the County Council holds, and these have largely been set aside as part of a longer term strategy for dealing with the significant financial challenges that have been imposed on the County Council.

- 2.28 The reserves detailed above represent the total revenue reserves available to the County Council and amount to £501,076m as shown in the table above. In addition, the County Council is required to show other reserves as part of its accounts which are outlined below.

Enterprise M3 Local Enterprise Partnership (EM3 LEP) Reserve

- 2.29 The County Council is the Accountable Body for the funding of the EM3 LEP and has therefore included the EM3 LEP's income, expenditure, assets and liabilities, (including reserves) in its accounts. The County Council does not control the level or use of the EM3 LEP Reserve, however, following the Government's announcement of the transfer of LEP functions to upper tier authorities from April 2024, the County Council will work with the LEPs on the transfer of any assets or liabilities to relevant authorities.

Schools' Reserves

- 2.30 Schools' reserves accounted for over £81m or 10% of total reserves and balances. Schools' reserves must be reported as part of the County Council's accounts, but since funds are delegated to schools any surplus is retained by them for future use by the individual school concerned. Similarly, schools are responsible for any deficits in their budgets and they maintain reserves in a similar way to the County Council to smooth fluctuations in cash flow over several years.
- 2.31 The County Council has no control at all over the level or use of schools' reserves.
- 2.32 In line with statutory reporting requirements, the table of earmarked reserves excludes the cumulative deficit against the Dedicated Schools Grant (DSG) which was just over £86m at the end of 2022/23. This deficit will increase again this financial year with School's Forum agreeing for this to be carried forward and be funded from future years DSG allocations. In December 2022, the Government announced the extension to 31 March 2026 for the 'statutory override' currently in place to separate this deficit from the local authority reserves. This provides more time for the Government to determine a sustainable solution to balance the overall schools' budget.

Capital Reserves

- 2.33 The Capital Grants Unapplied Reserve holds capital grants that have been received in advance of the matched spending being incurred. They are not available for revenue purposes.
- 2.34 A sum of more than £206m was held within capital reserves and balances at the end of the 2022/23 financial year, although of this £18.9m related to the EM3 LEP which is included in the annual accounts, as the Council is the Accountable Body.

3. Reserves Strategy

- 3.1 The County Council's approach to reserves has been applauded in the past by the Government and the External Auditors as a sensible, prudent approach as part of a wider MTFS. This has enabled the County Council to make savings and changes in service delivery in a planned and controlled way rather than having to make urgent unplanned decisions in order to reduce expenditure.
- 3.2 This approach is well recognised across local government and a previous article in the Municipal Journal by the Director of Local Government at the Chartered Institute of Public Finance and Accountancy stated
- “What reserves do allow authorities to do is to take a more medium term view of savings and expenditure and make decisions that give the best value for money. This is better than having to make unnecessary cost reductions in the short term because they do not have the money or funding cushion to allow for real transformation in the way they provide services.”*
- 3.3 While the overall level of reserves currently exceeds £0.84bn, it is important to consider the level of the available resources in the context of the scale and scope of the County Council's operations. Correctly used however, they do provide the time and capacity to properly plan, manage and implement change programmes as the County Council has demonstrated for many years now.
- 3.4 The County Council's strategy for reserves is well established and has operated effectively based on a cyclical pattern as follows:
- Planning ahead of time and implementing efficiencies and changes in advance of need.
 - Generating surplus funds in the early part of transformation and savings programmes.
 - Using these resources to fund investment and transformation in order to achieve the next phase of change.
- 3.5 This cycle has been clearly evident since 2010, with surplus funds generated in advance of need as part of budget setting and then supplemented by further resources released in the year. Achievement in advance of need within directorates and efficiencies in contingency amounts due to the successful implementation of change has meant that the Council has been able to provide material funding including the following:
- Directorate reserves to pay for the cost of change associated with their own transformation and savings programmes and to manage service pressures.
 - Funding within the Invest to Save Reserve to help support digital and other IT improvements.
 - Additional funds to help smooth the impact of our two year savings cycle, and safely manage the implementation of change, giving the County Council maximum flexibility in future budget setting processes.

- 3.6 However, the Council has now reached a financial tipping point beyond which it is unable to balance its budget through savings alone and is reliant on annual reserve draws to bridge the remaining shortfalls. This position has been reached following more than a decade of national austerity, continued underfunding of local services by central government and surging demand and inflationary pressures.
- 3.7 Whilst the Council will continue to implement efficiencies and changes at the soonest possible opportunity and ensure that funding continues to be prioritised for invest to save purposes, it is no longer possible to deliver sufficient savings in advance of need to allow these to be retained and reinvested by directorates. The Council's reserves strategy will therefore focus on increasing the level of the BBR whenever possible, including through transferring all savings delivered from directorate budgets at the end of each financial year.
- 3.8 This will lead to a decline in directorate reserves over time as existing balances are put to use as planned by directorates. In the short term, these resources can be supplemented by additional funding from the corporate Invest to Save Reserve, providing the enabling investment required to facilitate delivery of the Savings Programme to 2025. However, given the limited corporate funding available, a successor arrangement will be required with appropriate governance to support prioritisation of the remaining resources between directorates.
- 3.9 The Council will use reserves to fund the additional budget deficits in both 2023/24 and 2024/25 to give the maximum time and flexibility to address the financial challenges from 2025/26 onwards, but it is clear that it cannot do this alone and we will continue to lobby the Government to provide additional financial support and financial flexibilities going forward.
- 3.10 Beyond 2024/25, the Council will need to continue to repurpose its earmarked reserves, simply to balance the budget one year at a time. However, given the current funding constraints that the Council faces, it is unlikely that those reserves can be replenished at a rate which is sufficient to deliver the planned service investment, which is essential to maintain delivery of statutory services. Therefore, without swift and fundamental change to the way local government is funded, the County Council does not have a sustainable financial strategy beyond 2024/25.

HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Cabinet
Date:	10 October 2023
Title:	Statement of Community Involvement
Report From:	Director of Hampshire 2050

Contact name: Laura McCulloch

Tel: 0370 779 4802

Email: laura.mcculloch@hants.gov.uk

Purpose of this Report

1. The purpose of this report is to provide a summary of the main outcomes of the public consultation exercise on the update to the adopted Hampshire Statement of Community Involvement (2017) for planning matters.
2. The Statement of Community Involvement is a development plan document, as required by the Planning and Compulsory Purchase Act 2004, that sets out how the County Council will involve consultees, interested parties and local communities in the preparation of Local Plan documents and planning applications.
3. The report highlights the changes made within the updated Statement and the outcomes of the public consultation on those changes, and seeks approval of the updated version of the Statement.

Recommendation

4. That the updated Hampshire Statement of Community Involvement be approved and a recommendation made to the County Council that it be adopted as a statutory planning document in accordance with the Planning and Compulsory Purchase Act 2004.

Executive Summary

5. The Statement of Community Involvement is a statutory planning document, as required by the Planning and Compulsory Purchase Act 2004, which sets out how the County Council will involve consultees, interested parties and local communities in preparing and reviewing minerals and waste planning policy documents and local decision making on planning applications for minerals, waste and County Council developments.
6. The Statement is required to be reviewed and updated every five years, to ensure it is up to date with current legislation and providing an opportunity to review current processes and procedures.

7. The current Statement of Community Involvement remains the adopted development plan document until such time as it is replaced by a subsequently adopted Statement.

Contextual information

8. A Statement of Community Involvement was adopted by the County Council on 2 November 2017. In 2018 the Regulations were updated meaning that Statements of Community Involvement now have to be updated regularly, at least every five years.
9. The Statement of Community Involvement has therefore been updated, the key changes and reasons for those changes are as follows:

Legislative and policy updates

10. Since the current Statement of Community Involvement was adopted there have been legislative and policy changes which require references within the document to now be updated. These include the Town and Country Planning (Environmental Impact Assessment) 2017 Regulations, the Levelling Up and Regeneration Bill (2022) and associated planning reforms.

Changes to make the Statement easier to read and understand

11. The Statement has been reduced in length, where possible repetition has been removed, and efforts have been made to ensure the Statement is as easy to understand as possible given the technical nature of the planning process, and the specific role of the County Council as a planning authority.

Reference to social media and wider consultation techniques

12. The County Council now uses social media platforms, such as Twitter, Instagram and Facebook, to engage with the community. The Statement has therefore been updated to reflect this as one of the ways planning consultations may be publicised.
13. With advances in technology, there are now even more tools that can be used to engage the community when consulting on planning matters. These include virtual classrooms, videos and interactive mapping tools. The Statement has been updated to reflect this.
14. The Statement has also been updated to reflect the fact that County Council now produces a newsletter to keep those who have opted to receive updates on minerals and waste planning informed.

Reference to Freedom of Information Act 2000 and Environmental Information Regulations 2004

15. The Freedom of Information Act 2000 and Environmental Information Regulations 2004 enable members of the public to access any recorded information held by, or on behalf of, the County Council. Reference to this, and how to find out more information about making a request for information has been included in the Statement.

Update to current processes

16. The County Council has made recent improvements to its planning processes, largely because of improvements to the web-based system that manages

planning applications. The Statement now includes reference to petitions and the County Council's process for dealing with them if they are submitted in relation to either the plan-making process or a planning application.

Change to the planning application consultation period

17. The County Council is under increasing pressure to ensure that planning applications are processed within the timescales set out within the relevant planning Regulations. In order to ensure the process is as streamlined as possible, it is proposed to amend the consultation period for all consultees commenting on planning applications from 28 days to 21 days.
18. At present, all statutory consultees are given the minimum 21 days within which to respond to planning applications, however the adopted Statement of Community Involvement provides other interested parties with 28 days. The Town and Country Planning (Development Management Procedure) Order 2015 states that a minimum of 21 days should be provided to invite comments on planning applications. The change is therefore intended to regularise the consultation period and provide consistency across consultees in line with the Regulations. There are certain situations where increased timescales are required by the Regulations and therefore these will be adhered to.

Consultation and Equalities

19. A public consultation exercise was undertaken from 19 June to 30 July 2023 on the updated Statement. Despite promoting the consultation using the County Council's social media platforms, a total of three responses were received. These have been summarised in a report (see Annex A) which also identifies how they have been taken into account. Whilst it is disappointing that more responses were not received, it may be that the changes to the Statement were not significant enough to warrant commenting.
20. The final version of the SCI, which has been updated following the consultation, is appended to this report in Annex B.
21. The decision sought in this report will not reduce the scope of the service provided and will have minimal impact on service users or the individuals working on the service, so has been assessed as having a neutral impact on groups with protected characteristics.

Climate Change Impact Assessments

22. 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.
23. The tools to assess specific impacts on climate change adaptation and mitigation were found not to be applicable on the grounds that the decision relates to the update of the Statement of Community Involvement which is a

procedural document and not a project. The Hampshire Minerals and Waste Plan contains a climate change policy and any minerals or waste applications submitted to the County Council are determined in accordance with this policy and, in the case of County Council applications, the equivalent policy within the relevant Local Plan.

Conclusions

24. The Hampshire Statement of Community Involvement has been updated to ensure that it complies with planning legislation, and to reflect current processes and procedures.
25. The public consultation did not yield many responses, however the document has been updated to reflect those that were helpfully provided.
26. It is recommended that the updated Statement be recommended to County Council for adoption as a statutory planning document.

REQUIRED CORPORATE AND LEGAL INFORMATION:

Links to the Strategic Plan

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

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 characteristic connected to that characteristic;
- Take steps to meet the needs of persons sharing a relevant protected characteristic 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 which participation by such persons is disproportionately low.

2. Equalities Impact Assessment:

The decision sought in this report will not reduce the scope of the service provided and will have minimal impact on service users or the individuals working on the service, so has been assessed as having a neutral impact on groups with protected characteristics.

ANNEX A: Consultation Report

Hampshire Statement of Community Involvement

Consultation Report - August 2023

1. The consultation on the revised Statement of Community Involvement ran from 16 June to 30 July 2023. Despite promoting the consultation using the County Council's social media platforms, only three responses were received: two from local residents and one from Surrey County Council. These responses are summarised in Table 1.

Table 1: Summary of responses

Respondent	Summary of comment	Officer Response	Amendments
Local Resident	My daughters neighbour submitted plans for changes to their house which were passed. Then proceeded to ignore plans and are building what they like. So far taken 8 months, it is a building site! When challenged they submitted amended plans and they were passed retrospectively, even though they broke boundary lines. Why should anyone agree to new planning policies when existing ones are flawed - it's a joke!	Noted	No changes to the Statement required
Local Resident	An utter waste of time. You have no interest in the views of local residents just a need to meet centrally imposed development targets. As for Neighbourhood Plans they are not worth the paper they are written on. In my parish we had a neighbourhood plan supported at a referendum by 96% of residents Within days what had been planned had a horse and cart ridden through it The LA did not have enough strategic land supply Three years of	Noted	No Changes to the Statement required

	pointless work and we lost every planning appeal despite being assured that the Neighbourhood Plan had value. I no more believe your proposals than I believe in neighbourhood plans It is a con		
Surrey County Council	Top line, I like the layout and structure. A few typos I spotted have been highlighted, a few links missing and a few other minor suggestions. The only major omission I found (throughout the document) is the Public Service Infrastructure type of application (major Reg 3 school, etc. applications). Perhaps you do not get any at HCC, but we certainly do at SCC. These have different consultation and determination periods to standard applications, so should probably be referenced. We're about to review our SCI and that's one of the major things we're conscious needs adding.	Noted	Statement amended to correct spelling and grammatical errors, and provide missing links, and other comments taken on board as set out in Table 2. Reference to Public Service Infrastructure applications added to the Statement where needed.

2. In response to the consultation, the Statement has been updated and a schedule of those changes is set out in Table 2.

Table 2: Schedule of changes to the Statement following consultation

Section of the Statement	Proposed Change
<u>General amendments</u>	The document has been amended to correct spelling and grammatical errors, provide web links where they are referenced in text.

	The document has also been amended to improve the accessibility, simplifying text and removing jargon and acronyms where possible. It has also been amended to say 'we/our' rather than repeating 'the County Council' throughout the document.
How to get involved in Planning in Hampshire	Reference has been made to the infrastructure the County Council provides, in addition to the services.
1. INTRODUCTION	
What is covered by the SCI?	Figure 1, the map showing the area covered by the SCI, has been updated to make it easier to read.
What is not covered by this SCI?	Para 1.15 - the other Hampshire minerals and waste authorities were listed twice so this has been amended to avoid repeating the information.
Meeting the Duty to Cooperate	Para 1.17 – the other Hampshire Minerals and waste authorities have been listed separately to make it easier to read.
	Para 1.18 – clarification that the Planning Policy Guidance supports the National Planning Policy Framework.
How does the SCI link to Hampshire's Corporate Strategy, Policies and Procedures?	
Corporate Strategy	Para 1.22 – the text has been simplified with reference only to the corporate strategy and its aims.
Changes to government guidance and regulations	Paras 1.34 and 1.35 have been removed as the information duplicates that in para 1.5.
Privacy and protection	Para 1.38 has been amended to clarify that the Data Protection Act 2018 is the UK's implementation of the General Data Protection Regulations (GDPR).
	Para 1.44 has been amended to clarify that the Regulatory Committee makes decisions in accordance with the constitution, and signposts to the relevant section that explains this.
2. PREPARING DEVELOPMENT DOCUMENTS	
Preparation of a Minerals and Waste Local Plan	

Petitions	Para 3.26 added to set out the criteria that a petition must meet to be accepted.
Commenting on SPD	Commenting on SPD – para 3.38 removed as this repeats information provided subsequently in new para 3.39.
4. DECISIONS ON PLANNING APPLICATIONS	
	Figure 6 – text amended under ‘County Council (own proposals)’ to refer to <i>Highway and transport schemes</i> rather than <i>Local Highway Authority schemes</i> for clarity.
	Link provided to the Development Control Charter as referenced in para 4.4.
Publicity and consultation on planning applications	Para 4.13 – reference to Public Service Infrastructure applications added. Additional detail relating to EIA application removed as unnecessary in the context of the sentence.
Press Notices	Reference to Public Service Infrastructure applications added to para 4.18.
Site Notices	Reference to Public Service Infrastructure applications added to para 4.22.
Neighbourhood Notification	Paragraph 4.30 which referred to an alternative neighbour notification approach for EIA developments has been removed following comments made by Surrey County Council regarding how ‘the area identified by the accompanying Environmental Statement’ could be interpreted and the likelihood of challenge to this – particularly when some Environmental Statements demonstrate impacts over a significant geography. Following discussion, and in light of the fact that the Case Officer is able to extend neighbour notification boundaries on a case-by-case basis as set out in new para 4.29, it has been determined that removing this paragraph would remove any confusion or potential conflict over the extent of notifications for EIA development.
	Reference to Public Service Infrastructure applications added to new para 4.30.
Consultation with statutory and non-statutory consultees	Reference to Public Service Infrastructure applications added to para 4.36.
	Reference to Public Service Infrastructure applications added to para 4.38.
How to comment on a planning application	Para 4.43 – reference has been removed to the ‘what should comment’s cover’ section as this is the next section and so it was deemed unnecessary.
How long do communities and other interested parties have to respond to a planning application?	Reference to Public Service Infrastructure applications added to para 4.48.

What happens to responses when they are received?	Para 4.55 – a link to the Strategic Planning Privacy Notice has been added.
Decision Making	Reference to Public Service Infrastructure applications added to para 4.58.
	This section on decision making has been amended so that it sets out what the constitution says about decision making. This is to make it clear when an application is to be determined by Regulatory Committee and when a delegated decision can be made. A link has been provided to the specific part of the constitution that sets out this information.
Planning appeals – publicity, notification and determination	A link has been provided in para 4.70 to the website which has information about planning appeals.
Get involved in a site liaison panel	A link to the website has been provided in para 5.5 which has information about liaison panels.
Helping us to ensure development does not take place without planning permission	A link has been provided in para 5.10 to the Planning Enforcement and Site Monitoring Plan.
Glossary	Redacted – ‘content removed or blacked out’ added to the end of the sentence.
Appendix A	Table replaced with higher quality image.

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HAMPSHIRE STATEMENT OF COMMUNITY INVOLVEMENT

*Getting involved in minerals and waste planning, County Council and
cross boundary developments in Hampshire*

OCTOBER 2023



Hampshire
County Council

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How to get involved in planning in Hampshire

If it is important to you how Hampshire develops in the future, you can contribute to decisions shaping its development. Everyone in Hampshire uses minerals and discards waste, and therefore has an interest in these industries. Additionally, Hampshire County Council is responsible for the provision of infrastructure and community facilities, such as transport and highways, schools, public rights of way, country parks, social service infrastructure and libraries, which are all important to Hampshire residents. Local communities, businesses, interest groups and organisations (known as 'interested parties') may be affected by proposals or site allocations for minerals or waste sites, as well as County Council developments in Hampshire. We are committed to encouraging and improving participation from all sections of the community.

The Hampshire Statement of Community Involvement (SCI) is a statement of policy for involving interested parties in matters relating to minerals, waste and County Council planning and associated developments within Hampshire.

There are many ways in which you can get involved in planning in Hampshire. This may include:

- Signing up for the Residents Newsletter¹ selecting 'Minerals and Waste Planning' for latest information;
- commenting on Minerals and Waste Development Local Plans and associated documentation as they are published for consultation;
- checking our website for details of minerals, waste or County Council proposals and submitting your views;
- reading site notices, newspaper announcements, parish newsletters/ noticeboards to find out more about local proposals;
- reading newsletters on for minerals and waste planning policy work;
- visiting our or your local district or borough council offices to look at planning application documentation for local minerals, waste or County Council development proposals;
- responding with your comments on proposals if you receive a neighbour notification letter about proposals in your area;
- getting involved in emerging Neighbourhood Plans for your area; and
- attending public meetings and exhibitions about minerals, waste and County Council development proposals for your area.

1. www.hants.gov.uk/community/residentnewsletters/signup

1

Introduction

- 1.1 Involving the local community, consultees and interested parties in the planning process is seen as a priority by the government, that wants Local Planning Authorities, like Hampshire County Council, to make it easier for everyone to be involved in planning decisions in the local area.
- 1.2 This Statement of Community Involvement (SCI) is a planning document that we are required to have by law. It is a statement of policy for involving local communities in matters relating to development within the local area and relates to minerals, waste, and County Council developments.
- 1.3 The key areas where local communities and interested parties can be involved in the planning process we are responsible for in Hampshire are as follows:
 - the preparation of minerals and waste planning policy (minerals and waste plans and associated documents) which set the framework for making decisions on minerals and waste planning applications;
 - making decisions on planning applications for mineral and waste management developments and County Council proposals such as schools and libraries or any cross boundary (with a National Park) planning applications submitted to us;
 - monitoring mineral and waste management sites to ensure compliance with planning permissions granted, and consider enforcement where breaches occur; and
 - enforcing against unauthorised minerals and waste developments.
- 1.4 The SCI describes how we will involve the local community in the planning duties we carry out. The SCI also reflects changes to National Planning Practice Guidance, corporate strategies, policies and guidance, as well as the our involvement in Neighbourhood Plans.
- 1.5 We will comply with any additional policy or regulations in relation to neighbourhood notification in the event of unforeseen circumstances e.g. a pandemic.
- 1.6 We will build in any digital requirements and best practice into its procedures and processes as they emerge.

Why is an SCI required?

- 1.7 We are committed to encouraging and improving participation from all sections of the community in planning. It is important that local communities are involved in shaping their local area and there are many benefits to be gained from effective consultation.
- 1.8 The Planning and Compulsory Purchase Act 2004 intended to make the planning system more efficient and relevant to local people. It sets out the requirement for a Local Planning Authority to: 'prepare a statement of community involvement as a statement of the authority's policy to the involvement in the exercise of the authority's functions of persons who appear to the authority to have an interest in matters relating to development in their area'.
- 1.9 Section 18 of the Act also defines a local planning authority's SCI as: 'a statement of their policy for involving interested parties in matters relating to development in their area'.
- 1.10 The SCI is a planning policy document that is subject to a Public Examination by an

independent Planning Inspector.

1.11 We have a duty to comply with the SCI once it has been adopted.

What is covered by the SCI?

1.12 The SCI describes how we will:

- meet legal requirements to ensure community involvement in the planning process (see section 2 - 'Who should be involved?');
- involve the local communities and interested parties at each stage of plan-making for minerals and waste plans or associated planning documents (see section 3 - 'Preparing Development Documents');
- involve the local communities and interested parties in coming to decisions on planning applications for minerals, waste, County Council developments and cross boundary developments (those being determined by the authority) (see section 4 - 'Decisions on planning applications'); and
- provide feedback to local communities and interested parties.

1.13 The SCI covers our administrative area only, as shown on Figure 1:

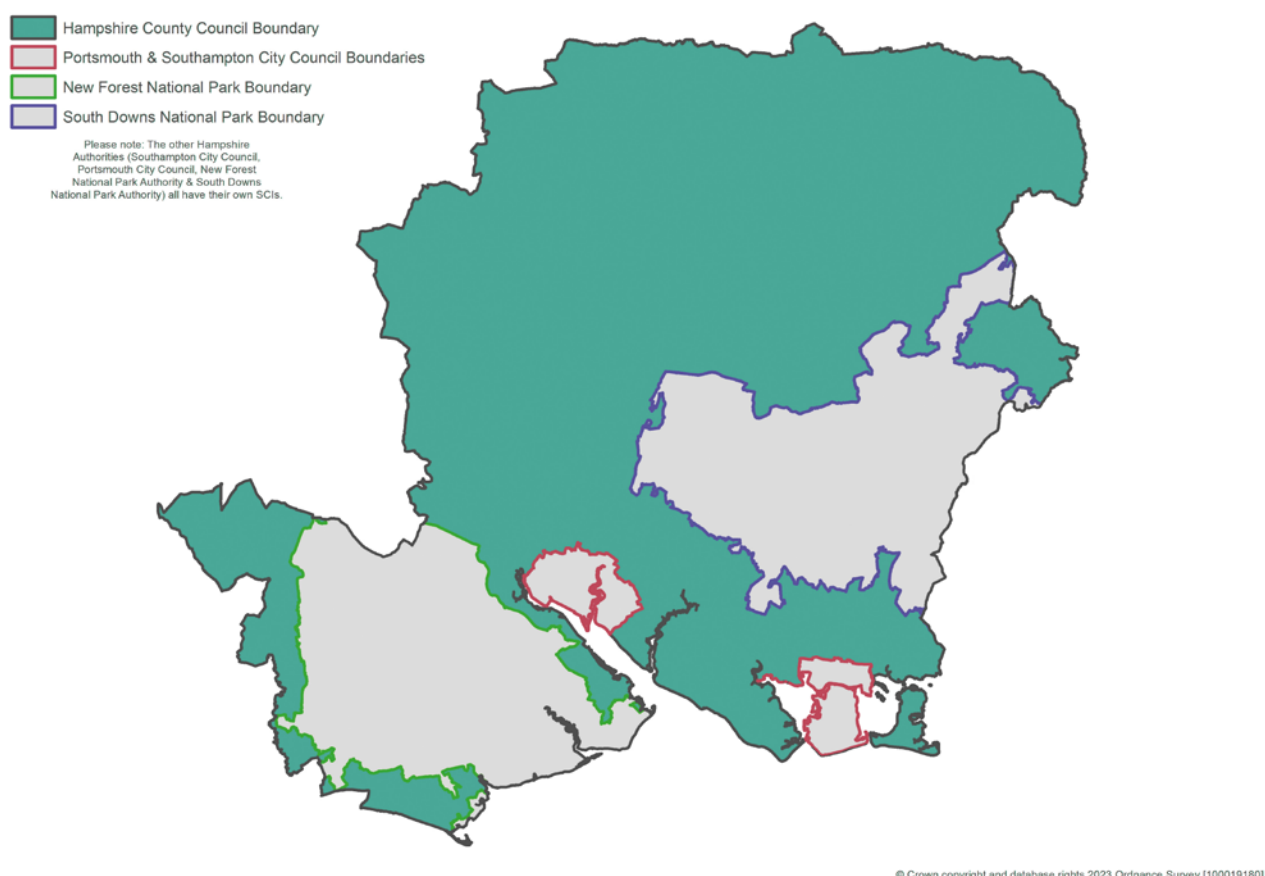


Figure 1: The area covered by the Hampshire Statement of Community Involvement

1.14 With regards to plan-making, we work in partnership with minerals and waste planning authorities within the Hampshire area. The adopted joint plan is the Hampshire Minerals

and Waste Plan (2013)². This plan is currently being partially updated³.

What is not covered by this SCI?

- 1.15 The SCI does not cover the administrative areas of Hampshire's other Minerals and Waste Planning Authorities (Southampton City Council, Portsmouth City Council, the New Forest National Park Authority, or the South Downs National Park Authority). These authorities produce their own SCIs describing how each Authority will seek to get its own local communities involved in the most effective way
- 1.16 Within Hampshire, other types of developments are determined by district and borough councils who have their own SCIs.

Meeting the Duty to Cooperate

1.17 The Localism Act 2011 introduced the 'Duty to Cooperate' and sets out the requirements for consultation with key bodies and organisations on matters of strategic cross-boundary significance. The SCI meets the requirements for the duty by ensuring cooperation with:

- Hampshire's district and borough councils;
- surrounding minerals and waste planning authorities such as:
 - New Forest National Park Authority
 - Portsmouth City Council
 - South Downs National Park Authority
 - Southampton City Council
 - Bournemouth, Poole and Christchurch Council;
 - Bracknell Forest Council;
 - Dorset Council;
 - Isle of Wight Council;
 - Surrey County Council;
 - West Berkshire District Council;
 - West Sussex County Council;
 - Wiltshire Council; and
 - Wokingham Borough Council.
- other minerals and waste planning authorities with an interest in minerals and waste activities in Hampshire; and
- those that have a related mineral or waste interest (including statutory consultees).

1.18 The National Planning Policy Framework (NPPF) reinforces this requirement and states

2. www.hants.gov.uk/landplanningandenvironment/strategic-planning/hampshire-minerals-waste-plan

3. www.hants.gov.uk/landplanningandenvironment/strategic-planning/hampshire-minerals-waste-plan/minerals-waste-plan-partial-update-consultation

that co-operation should be effective and on-going. It highlights that joint working should determine where additional infrastructure is required, and whether development need that cannot be met within the Plan area could be met elsewhere. Furthermore, Statements of Common Ground should be prepared and maintained documenting the cross-boundary matters being addressed. Further guidance is given in the Planning Practice Guidance which supports the NPPF.

- 1.19 Consequently, in preparing minerals and waste plans and in circumstances where development in Hampshire may impact other areas, it is important to involve neighbouring local planning authorities and other consultees and interested parties. As a result, the Duty to Cooperate is also an important consideration and is reflected in the SCI.
- 1.20 The Levelling-Up and Regeneration Bill proposes to repeal the Duty to Cooperate and replace it with a more flexible alignment test. There is no information yet on how this will work, however we will comply with any changes as the legislation comes into force.

How does the SCI link to Hampshire's Corporate Strategy, Policies and Procedures?

- 1.21 Consultation and public engagement on planning matters will take place in line with our corporate strategies, policies and guidance.

CORPORATE STRATEGY

- 1.22 The Serving Hampshire's Residents - Strategic Plan 2021 to 2025⁴ sets out how we will promote the economic, social and environmental well being of Hampshire, and minerals and waste plan-making and the determination of planning applications both have a role to play in supporting this. There are four strategic aims:
 - Hampshire maintains strong and resilient economic growth and prosperity;
 - People in Hampshire live safe, healthy and independent lives;
 - People in Hampshire enjoy a rich and diverse environment; and
 - People in Hampshire enjoy being part of strong, inclusive, resilient communities.

USE OF SOCIAL MEDIA

- 1.23 Our social media accounts may be used to publicise information in relation to planning e.g. the start of public consultations;
 - Twitter (www.twitter.com/hantsconnect)
 - Facebook (www.facebook.com/hantsconnect)
 - Instagram (www.instagram.com/hampshire_county_council)

E - GOVERNMENT

- 1.24 Electronic communication provides a way to disseminate large amounts of information and is especially important for the more rural areas of the county where it can be difficult for

4. www.hants.gov.uk/aboutthecouncil/strategiesplansandpolicies/corporatestrategy

some residents to get to our offices.

- 1.25 In particular with regards to plan-making, the National Planning Policy Framework (NPPF) states that local plans should 'be accessible through the use of digital tools to assist public involvement and policy presentation'.
- 1.26 We are committed to making the most appropriate use of electronic communication when undertaking consultation and notification activities. As a result, this SCI outlines several areas where email or use of the internet will be the primary method of communication when engaging communities during the plan making process or consulting on planning applications. Nevertheless, reliance on electronic communication will not always be appropriate and in those instances, alternatives will be used where necessary to ensure effective communication.
- 1.27 We will abide by National Regulations on the accessibility of new public sector websites (or any subsequent accessibility Regulations) in relation to website delivery. We have a dedicated webpage for planning⁵. This provides the opportunity for consultees and other interested parties to view:
- relevant minerals and waste policies and associated documentation;
 - planning applications (minerals, waste, County Council development or planning applications that cross administrative boundaries with a National Park) and their associated documentation;
 - consultation and representations received on planning applications we are considering;
 - supporting documentation, associated reports and recommendations;
 - decision notices (for minerals, waste and County Council development planning applications); and
 - details relating to the discharge of planning conditions (Article 27 decisions).
- 1.28 It is possible for applicants to download planning application forms, and to submit planning applications, online through the Planning website. The website also provides information on how local communities, consultees and other interested parties can make representations on planning applications we are considering.

FREEDOM OF INFORMATION ACT 2000 AND ENVIRONMENTAL INFORMATION REGULATIONS (EIR) 2004

- 1.29 Under the Freedom of Information Act (FOIA) (2000) and Environmental Information Regulations (EIR) (2004), members of the public have the right of access to any recorded information we hold or is held on our behalf. We aim to make as much information as possible available via our website, either in the form of Open Data or within reports to councillors. If you cannot find the information you want, you have the right to request information we hold either under FOIA or EIR. More information on such requests can be found on our website.

INCLUSION & DIVERSITY

- 1.30 Our website includes information on equalities⁵ and also has a number of equalities

5. www.hants.gov.uk/aboutthecouncil/equality

objectives⁶.

- 1.31 To show due regard to the Equality Act 2010, all minerals and waste plan making work will be subject to an Equalities Impact Assessment as part of plan preparation, in order to identify and eliminate any unlawful discrimination.
- 1.32 We aim to provide opportunities for all interested members of the community to be involved in the consultation process for both plan-making and the processing and determining of planning applications.
- 1.33 For planning applications taken to the Regulatory Committee, issues such as safety and security, well-being and quality of places are addressed in relation to equalities in any associated committee decision report.

ACCESSIBILITY

- 1.34 Our website includes a statement on accessibility⁷ to ensure as many as people as possible can access the information.
- 1.35 As a minimum standard, all documents and information we produce will be available, on request, in a variety of other languages and in other formats such as Braille, large print and audio media versions.
- 1.36 We ensure that all written communications limit the use of jargon and technical terms, where possible. However, in some cases this cannot be avoided to ensure we comply with requirements set out in legislation. A Glossary of Terms can be found at the end of this document which provides explanations of some technical terms which may be included in information we provide.
- 1.37 Non-technical summaries of evidence base documents produced as part of minerals and waste plan-making will be produced, as appropriate. These will be prepared and made available alongside the main documents.

PRIVACY AND DATA PROTECTION

- 1.38 We comply with the provisions and principles of the Data Protection Act 2018 and General Data Protection Regulation (GDPR).
- 1.39 As part of the planning process, we display representations received on planning applications on the allocated planning application webpage. We will remove personal and sensitive information from any responses received from members of the community.
- 1.40 Our website⁸ includes more information on the handling of data.
- 1.41 In the event that national policy or guidance on data protection or privacy is changed, the discharge of our planning duties will meet any new or amended requirements.
- 1.42 For legal purposes:
 - documentation prepared in support of plan-making is retained for a period of at least seven years post adoption of a Plan. This includes representations (comments received) regarding the Plan. Following the end of the retention period,

6. www.hants.gov.uk/aboutthecouncil/equality/objectives

7. www.hants.gov.uk/aboutthecouncil/accessibility

8. www.hants.gov.uk/aboutthecouncil/strategiesplansandpolicies/dataprotection

representations will be destroyed, and other documentation may not be available;

- any representations received on planning applications will be removed from the web records following determination, but kept in our secure filing system for seven years in accordance with file retention requirements. Following the end of the retention period, all electronic representations will be destroyed;
- all hard copy of representations received on planning applications will be removed from the hard copy file following determination and will be destroyed following the end of the planning appeal period; and
- any personal complainant information will be stored in our confidential electronic planning database for complaints received and retained for seven years after which time it will be deleted from our database records.

ROLE OF COUNTY COUNCILLORS

- 1.43 County councillors play an essential role in the preparation of and final decision-making on local planning policy, as well as approving many planning applications (non-delegated).
- 1.44 The Regulatory Committee makes planning decisions in accordance with our constitution (see Section 4 - Decisions on Planning Applications). Councillors on the Regulatory Committee are under a specific duty to determine planning applications based on material planning considerations and adopted planning policy and guidance. These decisions may or may not accord with the wishes of their communities, depending on whether the community concerns are valid planning issues.

2

Who should be involved?

- 2.1 The County Council is committed to ensuring local communities, consultees and other interested parties have an opportunity to be involved in planning decisions and matters that affect them. This section of the Statement of Community Involvement (SCI) considers who needs to be involved in the minerals and waste plan-making process and planning application process in Hampshire.
- 2.2 Since they may be affected by planning decisions and plan making, or have specific knowledge to contribute, local communities, consultees (organisations and individuals who are consulted on plan-making and /or planning applications) and interested parties need an opportunity to make their views known. To do this effectively, it is necessary to first identify the relevant consultees and interested parties for those developments we deal with.
- 2.3 Since most people who live or work in Hampshire rely on minerals and produce waste, the local community therefore includes most of the people, groups and organisations who live, work, or spend time in Hampshire. Likewise, a large proportion of Hampshire may have an interest in County Council developments. Communities local to any applications that cross administrative boundaries being considered by the authority may also have an interest. Together, they may all be affected by minerals and waste plan-making, or impacted by minerals, waste or County Council developments, and therefore all have an interest in the planning process. The local community may also include Hampshire's neighbouring areas. Therefore, for the purposes of this SCI, it is suggested that the local community includes anyone who is identified in Figure 2.



MINERALS PLANNING

- Those affected, or potentially affected, by minerals developments through a planning application/permission, or included in an emerging/adopted minerals plan
- Those reliant on the production of minerals
- Those involved, or within an interest in, the production, landing or importation of minerals in Hampshire



WASTE PLANNING

- Those affected, or potentially affected, by waste developments through a planning application/permission, or included in an emerging/adopted waste plan
- Those involved in the production, recycling or disposal of waste
- Those involved, or with an interest in, the processing or importation of waste in Hampshire



COUNTY COUNCIL DEVELOPMENTS

- Those affected, or potentially affected, by a County Council proposal or development
- Those who use or rely on County Council developments (e.g. schools and libraries)

Figure 2: The Local Community for Minerals, Waste, and County Council developments

- 2.4 **Appendix A** provides some examples of consultees and interested parties that may have any interest in minerals and waste plan-making and planning applications in Hampshire. It sets out examples of the range of groups who may need to be involved in plan-making or in the planning application process as they have a known interest and/or who have expressed an interest in getting involved planning decisions and plan-making. They are divided into the following categories:
- statutory consultees (those bodies which are automatically consulted on planning applications);
 - other consultees and interested parties; and
 - marginalised communities and groups.
- 2.5 It is important to note that Appendix A does not set out an exhaustive list of consultees or interested parties. We will comply with Regulation 2 of the Town and Country Planning (Local Development) (England) Regulations 2012 in identifying consultees. We will only consult with bodies where the subject matter of the Plan or planning application affects them, or where a specific request has been made to be consulted. Relevant 'other consultees and interested parties' and 'marginalised communities and groups' groups will be identified and contacted as appropriate, depending on the nature of the issue.
- 2.6 For some people it may be difficult to get involved in planning matters and decisions for a variety of reasons. These groups are sometimes called 'marginalised communities and groups' and may change over time. The following methods will be used to facilitate the involvement of these groups in the planning process:
- Officers will assess the involvement of hard-to-reach groups or individuals during the production of planning policy documents and the consideration of planning applications and how best to contact and involve them;
 - Where the demand is significant, and resources allow, documents will be available to be accessed electronically at the nearest Library, Discovery Centre or Information Centre.

CONSULTATION TECHNIQUES

- 2.7 A variety of consultation techniques can be employed in different parts of the planning process. This may include:
- Virtual classrooms;
 - Interactive mapping;
 - Use of social media;
 - Customer survey;
 - Use of videos;
 - Site tours / promotion;
 - Use of My Neighbourhood; and
 - Environmental education.
- 2.8 We will consider the use of a variety of consultation techniques when preparing a Minerals and Waste Plan.

2.9 We also encourage all applicants to also use a variety of consultation techniques in undertaking pre-application discussions and during the planning process.

3

Preparing Development Documents

- 3.1 This section of the Statement of Community Involvement (SCI) considers how the County Council will:
- publicise and consult on the local plans produced for minerals and waste developments in Hampshire;
 - publicise and consult on any supplementary documents produced to support the implementation of the adopted Hampshire Minerals and Waste Local Plan;
 - outline how the local community, consultees and interested parties will be involved in the preparation of minerals and waste local plans and associated documentation in Hampshire; and
 - manage responses received as part of any consultation on plan-making.
- 3.2 The Hampshire Minerals & Waste Plan (HMWP) was prepared by us in partnership with Portsmouth and Southampton City Councils and the New Forest and South Downs National Park Authorities. It was adopted in 2013 and is the development plan for minerals and waste matters for the whole of Hampshire.
- 3.3 When preparing an update to the Minerals and Waste Plan, we will prepare a minerals and waste development scheme⁹. This sets out a project timetable which gives information and detail about the preparation and review of minerals and waste development documents in Hampshire. The development scheme provides information on when formal consultation will take place within the timetable.
- 3.4 The development scheme will not cover any of the administrative areas covered by other authorities who may be working in partnership with us on minerals and waste plan-making. The other authorities will be responsible for preparing local development schemes, but may signpost ours in relation to preparation of minerals and waste plans and associated work (where this work is part of the plan-making partnership).
- 3.5 The SCI sits alongside the adopted Minerals and Waste Plan as well as other planning documents. This is highlighted in Figure 3.

9. <https://documents.hants.gov.uk/mineralsandwaste/HMWPAnnualUpdate-DevelopmentScheme-May2022.pdf>

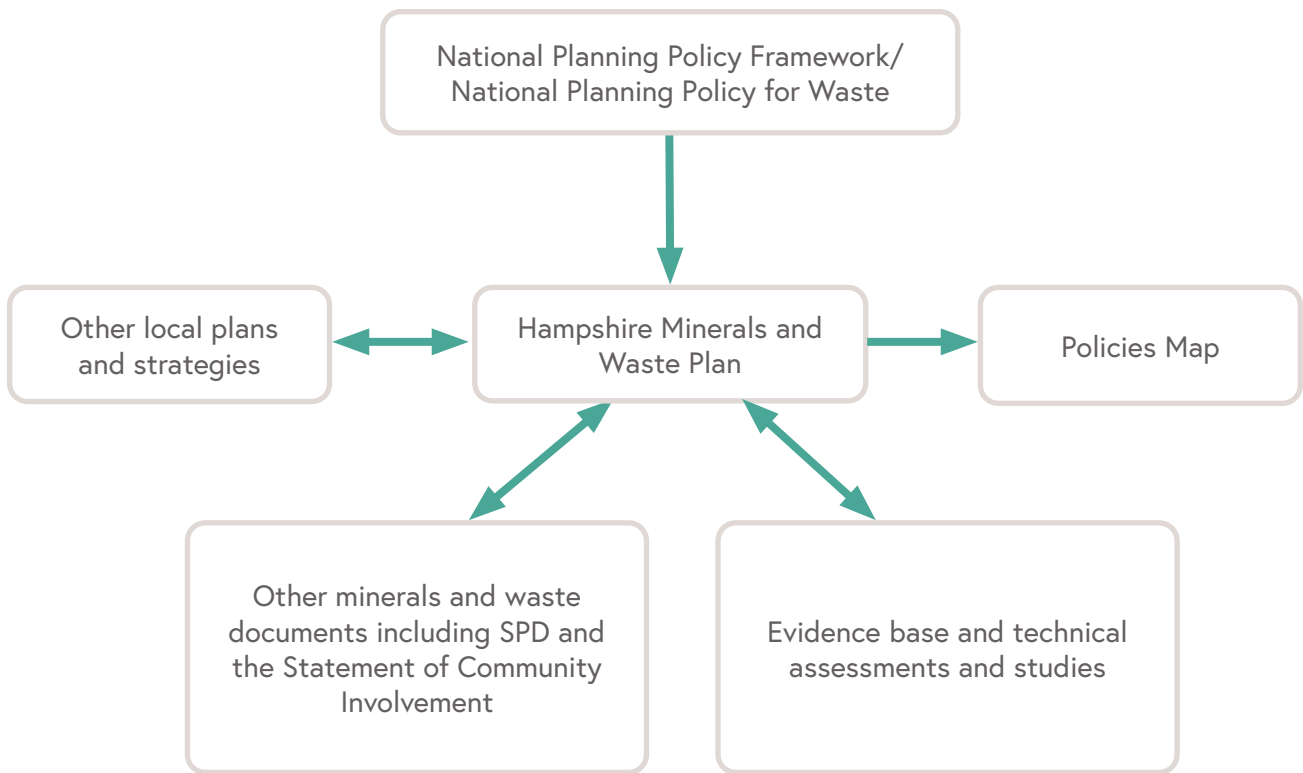


Figure 3: The SCI and relevant planning documents

- 3.6 The Development Scheme and any updates will be available online on our website and will be monitored and updated if new minerals and waste plans, or associated planning documents, need to be produced; or if changes to the published timetable are required.

Preparation of a Minerals and Waste Local Plan

- 3.7 It is important that community involvement begins at the start of plan preparation so that there are opportunities to raise relevant issues, considerations, or concerns which local communities, consultees and interested parties wish the plan to take on board, and to ensure any options are considered early on. We consider it vital to keep local communities informed about the progress of plans and the outcome of consultations.
- 3.8 The stages that each planning document goes through during its preparation, together with the community involvement and consultation required at each stage, is set out in the Town and Country Planning (Local Planning) (England) Regulations 2012. Figure 4 sets out the key stages of plan-making and explains how we commit to consult and inform interested parties at each of these stages.

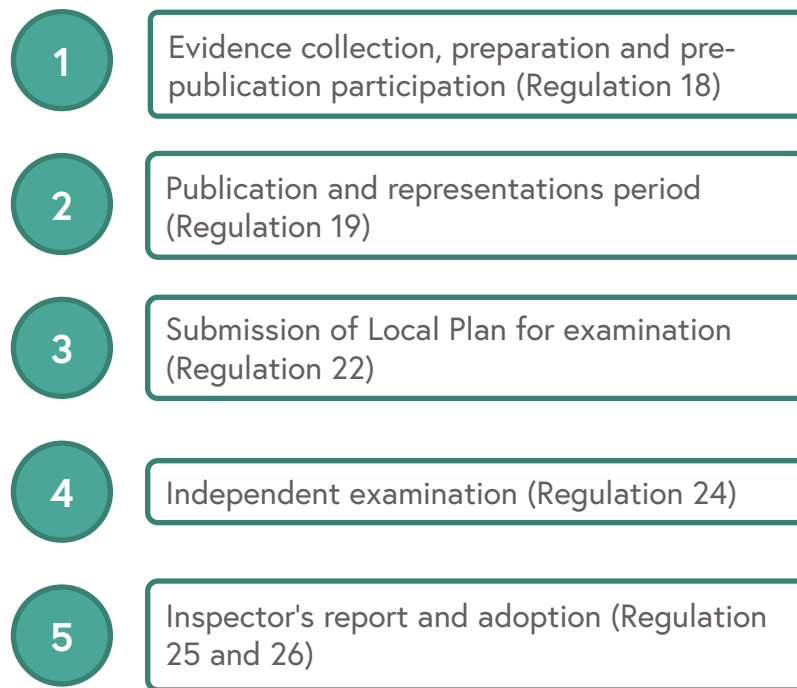


Figure 4: The stages of plan-making

ASSESSMENT OF THE PLAN

- 3.9 We will prepare an environmental report, as required under the Strategic Environmental Assessment (SEA) Directive to support any minerals and waste plan-making. This is combined with Sustainability Appraisal (SA).
- 3.10 We also have a duty to ensure that any Plan (and associated documentation) prepared is in accordance with the Conservation of Habitats and Species Regulations 2010 (the Habitats Regulations). This assessment examines the impact that a Plan would have on the integrity of the sites designated under the EU Habitats Directive. All minerals and waste plan-making will be undertaken in accordance with the requirements of the Regulations as appropriate. Relevant statutory consultees (for example Natural England) will be consulted as part of this process.
- 3.11 We will ensure that relevant statutory consultees, other consultees and interested parties have an opportunity to comment on the SEA/SA and Habitat Regulations Assessment (HRA) throughout the process to allow the findings to inform the development of any plan and associated documentation being produced.
- 3.12 The plan will also be subject to further assessment in addition to the SEA/SA and HRA including a Strategic Flood Risk Assessment and an Equalities Impact Assessment.
- 3.13 The Levelling-Up and Regeneration Bill seeks to replace the current system of SEA/SA with Environmental Outcome Reports. We will comply with any changes as they are introduced in legislation.

CONSULTATION ON PLAN-MAKING

- 3.14 Planning legislation sets out specific consultation groups that we must contact for plan-making including:
- statutory agencies;

- organisations; and
- government departments.

3.15 It also identifies General Consultation Bodies who may be contacted in line with this SCI.

3.16 In addition, those with an interest in minerals and waste planning can register ('opt in') to be kept informed via the Minerals and Waste Newsletter.

3.17 When a public consultation takes place, consultees and interested parties will be invited to make comments on:

- consultation documents produced as part of plan preparation;
- evidence base documents that are produced to support the various stages of plan-making (as appropriate);
- draft Plans; and
- proposed modifications to the submission Plan (as required).

3.18 Consultation will take place for a minimum of six weeks (or such other period set by the other plan-making partner SCI, whichever is greater).

3.19 We will use a variety of approaches to involve the local community in preparing any future minerals and waste plans and associated documentation (see Appendix B). Figure 5 sets out the types of consultation methods which we will use.

Figure 5 - Consultation Methods used by the County Council

Notice of consultation

- Will be placed on our website
- Available to view at Hampshire County Council Discovery Centres, Libraries and Information Centres
- The consultation period will be set out in the notice of consultation

Publicising the Consultation

- Notification of the consultation will be given to statutory consultees and interested parties by letter or email and their views invited
- A press notice will be issued to local newspapers
- All press notices are available to view on the County Council Statutory Notices list
- District and parish magazines will publish details of consultations
- Relevant local newspapers outside of Hampshire will be used, as appropriate, for matters which may impact areas beyond the Hampshire administrative boundary
- Local radio and TV may also be used
- Social media may be used

Neighbourhood notification

- Neighbouring properties around the sites identified in Plans will be notified at the pre-submission stage as well as when final draft versions of these plans are submitted to Government
- Neighbouring properties of sites submitted for consideration during the plan making process will also be notified
- For both, this is done by sending a letter to properties within 50m of the site in urban areas or 100m in rural areas. Additional notification will be at the discretion of the planning officer.

Meetings & Workshops

- Local community and interest party meetings and/or workshops. These can take place at any stage in the plan-making process as required
- We will prepare a written record of all discussions, meetings or workshops

Viewing Consultation Documents

- Links to consultation documents will be sent to statutory consultees
- Available on the County Council website
- Hard copies can be viewed during opening hours at the County Council offices (by appointment during normal office hours)
- Electronic copies will be available at discovery centres, libraries and information centres.

Responding to consultations

- Responses should be made by response form, email or letter and received by the deadline
- Late representations will not be considered unless there has been prior agreement
- Other response formations (e.g. verbal) will be considered where appropriate

3.20 Important information relevant to Figure 5 - 'Consultation Methods used by the County Council':

- The Statutory Notices List is available online¹⁰.
- *Viewing documents related to plan-making:*
 - Our website;
 - Hampshire's Discovery Centres and Libraries;
 - Hampshire has one Information Centre at New Milton;
 - The nearest relevant local newspaper publication. This may include (but not limited to) Petersfield Post, Farnham Herald, Basingstoke Gazette, Hampshire Chronicle, Southern Daily Echo, Salisbury Journal. Hampshire Chronicle Lite, Bournemouth Echo, Romsey Advertiser and the Andover Advertiser.
- *Neighbourhood notification:*
 - Neighbour Notification letters will be sent to address points within 50 metres of proposed allocations in urban areas or 100 metres in rural areas. The distance is measured from the proposed site boundary, as shown on GIS mapping provided by Ordnance Survey. All address points within these distances will be notified.

COMMENTING ON PLAN-MAKING

3.21 Anyone can comment during the preparation of a minerals and waste plan by submitting comments to us for consideration.

3.22 The plan-making process offers stages in which local communities (consultees and interested parties) will be asked for their views (as identified in the stage of plan-making diagram). Guidance on how to respond to consultations on plan-making will be issued at the time of the consultation.

3.23 Comments which contain any unacceptable language or threats will not be considered by the council.

3.24 Once comments are received:

- All accepted comments will be available to view at our offices in Winchester (by appointment and during normal office hours);
- Responses received and accepted will be summarised and documented in a consultation summary report, as required;
- All accepted responses received will be considered and taken into account during plan- preparation;
- All accepted responses (from Regulation 19 – Proposed Submission Stage) will be made available to view on our website following the close of the consultation;
- Planning legislation requires that, for responses to be valid, names and addresses need to be provided. However, personal/sensitive information will be redacted prior to publication.

10. www.hants.gov.uk/publicnotices

PETITIONS

- 3.25 We will accept petitions relating to plan-making. Petitions will be treated as a representation and will be reported in the same way as a representation in officers reports.
- 3.26 For a petition to be accepted it must:
- clearly state on each page of the petition the planning application reference number to which it is referring, giving the full address of the property / site and the reasons for the petition;
 - contain full names, full addresses and signatures; and
 - state who the Lead Petitioner is and how they can be contacted.
- 3.27 It should be noted that each signatory will not be recorded separately as a representation if they have been received as part of a petition.

PLAN ADOPTION

- 3.28 Once a public examination of a minerals and waste plan has been completed, we will receive an Inspector's Report from the Planning Inspectorate. This will detail the findings of the public examination and will set out whether the plan is suitable for adoption. The following will then occur:
- All consultees and interested parties will be advised of the publication of the Inspector's Report when it is published by Hampshire County Council and where it can be viewed;
 - Anyone who has asked to be notified of the adoption will be notified and will be sent a copy of the Adoption Statement;
 - The Inspector's Report and adoption documentation will be available to view on our website and to view at our offices in Winchester (by appointment and during normal office hours).

PLAN IMPLEMENTATION AND REVIEW

- 3.29 Following the adoption of a minerals and waste plan, we (and any relevant partners) will implement and monitor the plan. The plan will be used to inform decision-making on minerals and waste planning applications in Hampshire (see Section 4 - Decisions on Planning Applications).
- 3.30 We will produce a monitoring report to review how effective the implementation of the adopted planning policies has been, as well as providing statistical information on minerals and waste planning permissions granted annually. The latest version of the monitoring report will be available on our website so that interested parties have an opportunity to view it.
- 3.31 National Planning Policy Framework (NPPF) requires that adopted plans are reviewed at least every five years to check whether the Plan needs to be updated to take into account a change in circumstances or due to a relevant change in national policy. If a plan update is required, a development scheme will be prepared, and the plan update will be undertaken in compliance with the SCI. If the review determines that a plan update is not required, the reasons should be stated as set out in planning practice guidance.

Preparation of Supplementary Planning Documents

3.32 There may be a need to prepare Supplementary Planning Documents (SPD) following the adoption of a minerals and waste local plan. SPD provide guidance on local planning matters or explain how adopted policies in local plans are to be delivered. We may prepare SPD to provide greater details on the implementation of policies of its development plan documents if these are required.

ASSESSMENT OF SUPPLEMENTARY PLANNING DOCUMENTS

- 3.33 In the event that SPD are prepared, we will carry out Sustainability Appraisals incorporating Strategic Environment Assessment during the preparation of the documents, and publish the findings for comment at the relevant stages.
- 3.34 We will carry also out Habitats Regulations Assessment work during the preparation of the documents and publish the findings, as appropriate.

CONSULTATION ON SPD

- 3.35 Unlike local plans, SPD are not examined by a Planning Inspector. However, their preparation is still subject to consultation and engagement with relevant consultees and interested parties. The preparation of any SPD will adhere to the following minimum level of public participation, in accordance with the Town and Country Planning (Local Planning) (England) Regulations 2012.
- 3.36 Consultees and interested parties will be invited to make comments on the draft SPD for a minimum of six weeks (or such other period set by the SCI of a plan-making partner, whichever is greater).
- 3.37 The consultation methods available are the same as for local plans (see Figure 5 - Consultation Methods).

COMMENTING ON SPD

- 3.38 Anyone can comment during the preparation of SPD by submitting comments for consideration. Guidance on how to respond to consultations on SPD will be issued at the time of the consultation.
- 3.39 Comments which contain any unacceptable language or threats will not be considered by the council.
- 3.40 Once comments are received:
- All accepted comments will be available to view at our offices in Winchester (by appointment and during normal office hours);
 - Responses received and accepted will be summarised and documented in a consultation summary report, as required;
 - All accepted responses received will be considered and taken into account during plan- preparation;
 - All accepted responses will be made available to view on our website following the close of the consultation;

- Planning legislation requires that, for responses to be valid, names and addresses need to be provided. However, personal/sensitive information will be redacted prior to publication.

SPD ADOPTION

- 3.41 We will be responsible for adopting any SPD we prepare.
- 3.42 An Adoption Statement, together with the adopted SPD and associated documentation, will be placed on the website and will be available to view at our offices in Winchester (by appointment and during normal office hours), as well as the offices of the other relevant partner authorities involved in document preparation.
- 3.43 We will prepare and publish a consultation statement at the time of adoption. This will set out:
- who was consulted during the preparation of the SPD;
 - the main issues raised; and
 - how these issues have been taken into account in the adopted SPD.
- 3.44 Following the adoption of a SPD, we (and any relevant partners) will implement and monitor, where relevant, the SPD alongside its accompanying minerals and waste local plan.
- 3.45 The Levelling-Up and Regeneration Bill proposed to replace Supplementary Planning Documents with Supplementary Plans. Supplementary Plans are a new type of document that may be prepared by a local planning authority and, unlike SPD, will be independently examined and carry the weight of the development plan. We will review the need for Supplementary Plans to replace existing SPD at the point that any new legislation comes into effect.

4

Decisions on planning applications

4.1 This section of the Statement of Community Involvement (SCI) considers how we will:

- publicise and consult on the planning applications it deals with;
- show how the local communities, consultees and other interested parties will be involved in the consideration of these planning applications; and
- show how communities can be involved in the longer-term following planning permission being granted.

4.2 Figure 6 sets out the types of planning applications which we deal with.

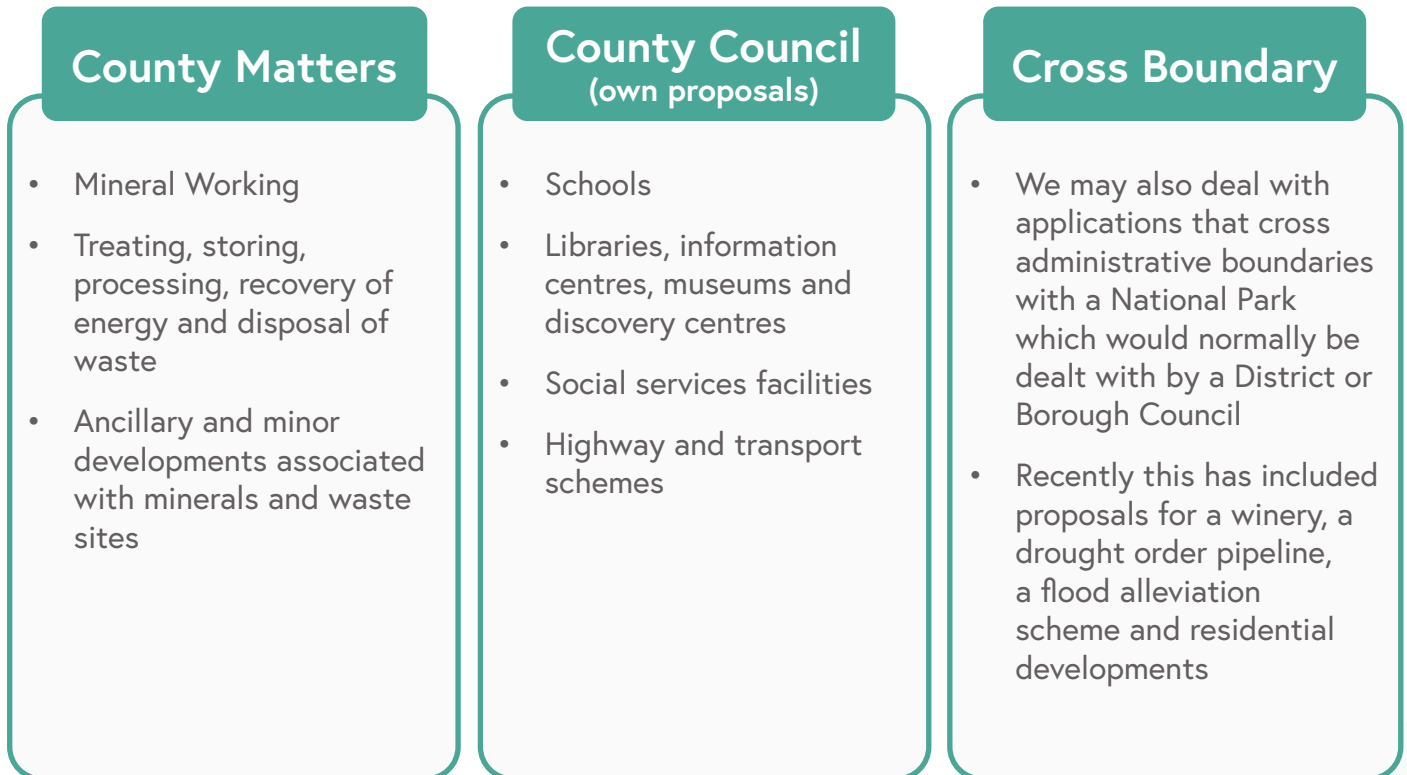


Figure 6: Publicity and consultation for planning applications

4.3 Minerals and waste planning applications within the administrative areas of Portsmouth and Southampton City Councils, and the New Forest and South Downs National Park Authorities, will be dealt with by those Authorities. Any County Council development which is within the National Park will be considered by the relevant National Park Authority.

4.4 The planning process is summarised on the County Council website

4.5 A Development Management Charter¹¹ is available on our website setting out the standards of service we aim to provide.

Public engagement and in the planning process

4.6 We expect applicants to pro-actively engage as part of the planning process. This can be included as part of pre-application discussions or more generally as part of the operation

11. <https://documents.hants.gov.uk/mineralsandwaste/hamphshireCountyCouncilDevelopmentManagementCharter.pdf>

of development sites such as minerals and waste.

- 4.7 Recent successful examples have included community open days and site tours which are useful tools to help the wider local community engage and understand how a site operates.

Pre-application discussions

- 4.8 The National Planning Policy Framework (NPPF) encourages pre-application discussions and states that 'early engagement has significant potential to improve the efficiency and effectiveness of the planning application system for all parties. Good quality pre-application discussion enables better coordination between public and private resources and improved outcomes for the community'.
- 4.9 We encourage applicants to take maximum advantage of the pre-application stage in order to:
- establish the information that will be required at the planning application stage;
 - identify key issues associated with any potential planning application; and
 - identify key planning policies associated with any potential planning application.
- 4.10 We offer a pre-application service and welcome and encourage discussions before a planning application is submitted.
- 4.11 We cannot require a developer to engage with the authority before submitting a planning application, it can only encourage use of the pre-application services offered.

Publicity and consultation on planning applications

- 4.12 Before any planning application is submitted, the applicant is required to serve notice on any owner or agricultural tenant of land within the planning application site or to take other steps if the owner is not known.
- 4.13 We, as a Local Planning Authority, are statutorily required to publicise all the planning applications that it determines.
- 4.14 Once a planning application has been submitted, validated, and entered onto the Public Planning Register (held by the district or borough council), the statutory consultation will begin. At that point, representations will be invited from statutory consultees, local communities and other interested parties within 21 days (or such other timescale as required e.g. for Public Service Infrastructure applications or Environmental Impact Assessment applications). To ensure comments are taken into account it is important that representations are received within the set consultation period.
- 4.15 We will comply with any additional policy or regulations in relation to public consultation in the event of unforeseen circumstances e.g. a pandemic.

PUBLICITY

- 4.16 In publicising planning applications, we will meet the minimum requirements in the Town and Country Planning (Development Management Procedures) (England) Order 2015. Table

1 outlines what publicity is undertaken when different types of valid planning application are received.

Type of planning application	Publicity			Consultation
	Newspaper ad	Site notice	Letter	
Environmental Impact Assessment Screening/ Scoping	N/A	N/A	N/A	Not normally undertaken. Statutory consultees and other bodies / organisations are only consulted if the case officer decides it is relevant.
Minerals & Waste/ Major County Development	✓	✓	✓	An email (or letter when email not available) will be sent to the relevant bodies. ¹²
All County Development (Minor)	N/A	✓	✓	An email (or letter when email not available) will be sent to the relevant bodies. ¹³
Discharge of Planning Conditions	N/A	N/A	N/A	Statutory consultees and other bodies and organisations are consulted if they requested a particular condition or are likely to have comments. Decision Notice will be sent to the relevant district, borough, parish or town council and local councillor, if appropriate.
Non-Material Amendment	N/A	N/A	N/A	Statutory consultees and other bodies and organisations are consulted if the case officer decides it is relevant. Decision Notice will be sent to the relevant district or borough council.
Certificate of Lawfulness of Existing Use or Development	✓	N/A	N/A	An email (or letter when email not available) will be sent to the relevant bodies ¹⁴ . Statutory consultees and other bodies and organisations will be consulted as required.
Certificate of Lawfulness of Proposed Use or Development	N/A	N/A	N/A	Publicity is not required and not normally undertaken. Public consultation only undertaken in exceptional circumstances. This is purely a legal interpretation of the General Permitted Development Order so the planning merits of the case are not relevant.

Table 1: Publicity and consultation for different types of applications

4.17 Publicity shall be carried out normally within five days of the registration of the planning application.

¹² Local county councillor; district or borough council; parish or town council; Adjoining mineral and waste planning authorities in Hampshire where proposals are considered likely to have an impact on their administrative areas; Relevant service providers; Water companies (oil & gas proposal only); Known established residents associations or groups including those relevant adjoining bodies when the planning application is adjacent to their boundaries, or the proposal is considered likely to have an impact on their administrative areas; and Any objectors to applications of a similar nature at the proposed development site (where permission has been given to notify of any applications after permission has been granted by the objector) will be notified.

¹³ As above

¹⁴ As above

4.18 What constitutes a major or minor development is defined in the Town and Country Planning (Development Management Procedures) (England) Order 2015.

PRESS NOTICES

- 4.19 A press notice will be placed in a relevant local newspaper. The nearest relevant local newspaper publication will be used and may include (but not limited to) Petersfield Post, Farnham Herald, Basingstoke Gazette, Hampshire Chronicle, Southern Daily Echo, Salisbury Journal, Hampshire Chronicle Lite, Bournemouth Echo, Romsey Advertiser and the Andover Advertiser), allowing at least 21 days for comments to be made, except in the case of Public Service Infrastructure applications where the consultation period is 18 days.
- 4.20 In the event that the designated newspaper cannot be used (e.g. goes out of circulation for an unforeseen reason), we will endeavour to use another local newspaper which covers the application area (where appropriate to do so). Relevant local newspapers outside of Hampshire will be used, as appropriate, for matters which may impact areas beyond the Hampshire administrative boundary
- 4.21 All press notices will be available to view on the our Public Notices webpages¹⁵.

SITE NOTICES

- 4.22 We will display a minimum of one site notice on or near the land to which a planning application relates. In some instances, depending on the size of the site and its location, more than one site notice will be displayed. Officers will attempt to distribute site notices in suitable and accessible locations, in proximity to the proposed site.
- 4.23 Sites notices will be displayed for a minimum of 21 days, except in the case of Public Service Infrastructure applications where the consultation period is 18 days. It will invite comments to be submitted within a relevant timescale in relation to the type of development being considered. We will comply with any additional policy or regulations in relation to site notices in the event of unforeseen circumstances e.g. a pandemic.
- 4.24 We plan to introduce QR codes to site notices to increase accessibility to planning application information. We will also look to amend how site notices are delivered e.g. use of biodegradable coverings (as appropriate).
- 4.25 If a site notice is removed, obscured or defaced before the publicity period has expired, we will have complied with the requirements as long as reasonable steps were taken to protect the notice and, if needed, its replacement.
- 4.26 A copy (or copies) of all site notices associated with major minerals or waste development will be available to view on the website under the relevant pages for the planning application and are also available to download.
- 4.27 A record of the location of where all site notice(s) were displayed will be placed on the application file.
- 4.28 It is the responsibility of the applicant to remove site notices once the consultation period has been completed.

15. <https://www.hants.gov.uk/community/publicnotices>

NEIGHBOURHOOD NOTIFICATION

- 4.29 Neighbour notification is undertaken for all planning applications we receive, within certain distances of the proposed development site. We will send a letter addressed to 'the owner / occupier' of all properties which adjoin or are within 50 metres of the application site in urban areas or 100 metres from the application site in rural areas. The distances of 50 metres or 100 metres are calculated from the boundary of the development site and is based on GIS mapping provided by Ordnance Survey. All address points in Ordnance Survey dataset within these distances will be notified. The letter will be marked 'planning application notice'.
- 4.30 We may consider an extension of neighbourhood notification boundaries on a case-by-case basis based on specific local circumstances.
- 4.31 Neighbours who are notified of a planning application will be given 21 days from the date of the letter within which to respond, except for in the case of Public Service Infrastructure applications which have an 18 day consultation period and Environmental Impact Assessment (EIA) applications which allow 30 days.

PUBLICITY FOR AMENDMENTS TO PLANNING APPLICATIONS

- 4.32 There is no requirement to publicise changes to planning applications that do not require EIA.
- 4.33 All amendments to EIA proposals will be subject to further publicity for 30 days.
- 4.34 We will publicise amendment to any other application where, in the opinion of the case officer, significant amendments are made to a proposal during the course of its determination for a minimum of 14 days. Table 2 highlights how we publicise amendments to non-EIA planning applications.

Amendment proposed	Publicity		
	Newspaper ad	Site notice	Letter
No comments on application as part of public consultation	N/A	N/A	N/A
Amendments are minor and the level of public interest in application is low	✓	✓	✓ ¹⁶
Amendments are significant, public interest is high and people have objected to the application	✓	✓	✓

Table 2: Publicising amendments to planning applications

CONSULTATION WITH STATUTORY AND NON-STATUTORY CONSULTEES

- 4.35 Statutory consultees are those organisations and bodies, defined by law, that local planning authorities are legally required to consult before reaching a decision on relevant planning applications. An example of a statutory consultee is the local highway authority that must be consulted on all applications that will increase traffic onto a highway, or proposes alterations to a highway.

16. Email (or letter where email is not available) will be sent to those who made comments on the original planning application during public consultation. This may be specific to those who commented on the specific issues which the amendments relate to.

- 4.36 Non-statutory consultees are those organisations and bodies that the planning authority are not legally required to consult but believe are likely to have an interest in the planning application or can provide expert advice. For example, these may include the local education authority, County archaeologist, County landscape architect, the County arboriculturist or the County ecologist.
- 4.37 We are required to give statutory consultees 21 days to respond to planning applications, as set out in Town and Country Planning (Development Management Procedures) (England) Order 2015. In the case of Public Service Infrastructure applications consultees have 18 days to respond.
- 4.38 Statutory consultees will be permitted a longer period to comment on planning applications where this is prescribed by legislation or has been agreed with the local Planning Authority.
- 4.39 Other consultees (where relevant) will also have 21 days to respond to the consultation, unless longer periods have previously been agreed. In the case of Public Service Infrastructure applications consultees have 18 days to respond. Where possible, all consultation will take place via email.
- 4.40 Appendix C sets out more information on the options for community engagement in development management.

How to view a planning application

- 4.41 All planning applications and supporting information will be available to view on our website. The website will include the following information:
- the address and location of the proposed development;
 - a description of the proposed development;
 - the date by which representations should be received;
 - where the application can be inspected; and
 - how representations may be made about the planning application.
- 4.42 Online viewing of planning applications is encouraged. The planning application and all supporting information will also be available for public inspection at our offices in Winchester (by appointment and during normal office hours) (see Section 9 - 'Where can I find out more information on planning issues and the Hampshire Statement of Community Involvement?').
- 4.43 Electronic copies of the application are sent to the relevant district or borough council offices where they will be registered, placed on the public register, allocated a specific application number and will be available for the public to examine at their Council offices (by appointment and during normal office hours).

How to comment on a planning application

- 4.44 Anyone can comment on a planning application. Our website provides the opportunity to comment on applications by using the 'Comment on this application'¹⁷ link that features at

17. www.hants.gov.uk/landplanningandenvironment/strategicplanning/comment-on-application

the top of the page when viewing an application.

4.45 Officers can provide assistance and clarification on the content of planning applications should this be required.

What should the comments cover?

4.46 Comments can be made to support a proposal, object to a proposal or to make a general observation about the proposal. Responses should focus on 'material considerations' when responding to a proposal. We have published some additional guidance to help local communities prepare responses to planning applications.

4.47 The following comments will not be considered:

- Comments which contain any unacceptable language, racism or threats; and
- Comments and objections collected or recorded elsewhere (e.g. other organisations' websites).

4.48 Our Zero Tolerance Statement can be found at www.hants.gov.uk/aboutthecouncil/equality/objectives

How long do communities and other interested parties have to respond to a planning application?

4.49 Communities and other interested parties will have a minimum of 21 days (unless it is a Public Service Infrastructure application which is 18 days, or an EIA development which is 30 days) within which to provide comments on an application, the deadline date for submission of comments will be published on the press notice, site notice and on our website.

4.50 Representations should be received before the end of the consultation period deadline. Representations received outside of the consultation period will only be taken into account if prior agreement for late submissions has been made.

4.51 In the event that additional information is submitted during the planning process and this requires re-consultation, this will take place for 14 days (30 days for EIA developments).

4.52 All representations received will be made available for inspection. A name, as well as a postal address, must be provided for the comments to be accepted on planning applications which are being considered. Anonymous or confidential representations without the required personal information cannot be accepted and will not be published.

What happens to the responses when they are received?

4.53 When comments are received, the following will take place:



**comments will only be available to view on the website until a decision is made. They will then be removed from the website and the paper files to meet data protection requirements. Records will be kept in the planning database in line with file retention requirements.*

Figure 7: What happens to comments received on planning applications?

- 4.54 We will aim to make representation available to view within five working days. If there are any delays to this process (e.g. due to a pandemic or due to the numbers of representations received), an update will be shown on the relevant planning application page.
- 4.55 All representations received will form part of the background documentation for the planning application during the planning process.
- 4.56 Every effort will be made to remove personal details before publication on the website (such as telephone number/ email/ signature / addresses). More information on how we manage personal data can be found on our website¹⁸.
- 4.57 Officers will not normally enter into direct correspondences on responses received to a planning application due to the volume of correspondence received. Key issues raised will be documented in the officer's report.
- 4.58 When representations are received by email, an automatic acknowledgement will be sent out. A separate written notification will not be sent out for any representations received in writing.

Decision making

- 4.59 We are required to determine planning applications within a specific timescale as set out in the Town and Country Planning (Development Management Procedure) (England) Order

18. <https://documents.hants.gov.uk/mineralsandwaste/StrategicPlanningPrivacyNotice-Planningapplications.pdf>

(2015) and the Environmental Impact Assessment Regulations (2017), unless an extended period is formally agreed with the applicant. Timescales for determination are as follows:

- Minor County Council Developments – determination within 8 weeks;
- Public Service Infrastructure Applications - determination within 10 weeks;
- Major Minerals, Waste and County Council Developments - determination within 13 weeks); and
- Environmental Impact Assessment (EIA) Applications - determination within 16 weeks.

4.60 The Hampshire Development Management Charter¹⁹ is available to view on the website and provides more information on delegated and committee decision-making.

4.61 Our constitution sets out how decisions on planning applications can be made²⁰. Applications must be determined by the Regulatory Committee in the following circumstances:

- A member of the County Council requests that the decision be made by the Regulatory Committee;
- The Director of Universal Services considers that the application should be determined by the Regulatory Committee;
- The applicant is a member or an officer of the County Council acting in a private capacity;
- The proposal involves the County Council either as land owner or applicant and the scheme is either a major departure from policy, not of a minor nature or not of a temporary nature;
- A representation is received requesting to make a 'deputation'; and/or
- A decision may result in a financial compensation claim being made against any local authority.

4.62 All other planning applications may be determined by the Director of Universal Services under delegated powers. If it is unclear who should make the decision, the Chairman of the Regulatory Committee will be consulted on who should make the decision

4.63 When a planning application is referred to the Regulatory Committee, those who have made a representation on a planning application will be advised and informed of our procedure for addressing the Committee (referred to as a Deputation) by Committee Services. Applicants and members of the public have the right to make a deputation directly to the Regulatory Committee. A request to make a deputation must be received at least three working days before the meeting.

4.64 District or borough council elected members are allowed to make a deputation to the Regulatory Committee. District or borough council officers may not make representations at committee.

4.65 The local county councillor will also have an opportunity to address the committee should they wish.

4.66 All committee reports will be available to view on our website seven days prior to a committee meeting and also via the planning application webpages.

19 <https://documents.hants.gov.uk/mineralsandwaste/HampshireCountyCouncilDevelopmentManagementCharter.pdf>

20 <https://democracy.hants.gov.uk/ieListMeetings.aspx?CID=620&info=1&MD=Constitution>

4.67 If update reports are prepared after the committee reports have been published, these will be made available on the Regulatory Committee webpages and at the committee meeting. A copy of the update report will also be added to the planning application webpages.

What happens after a delegated or committee decision has been made?

4.68 Once a delegated or committee decision has been made:

- The applicant, landowner and all statutory consultees and interested parties will be advised of the decision, including information on where the report can be viewed. We will notify the relevant district or borough council once a decision notice has been issued, so the Public Register can be updated accordingly.
- Anyone who has asked to be notified will be informed of the decision via email, or letter if email is not available, and where the report can be viewed.
- The decision report, notice and associated documentation will be available to view at our offices in Winchester (by appointment, during normal office hours).
- Our website will be updated with details of the decision, including date the decision was issued as well as all associated documentation.

PLANNING APPEALS – PUBLICITY, NOTIFICATION AND DETERMINATION

4.69 If an applicant is granted planning permission conditionally, or if planning permission is refused, the applicant has the opportunity to appeal against the decision.

4.70 A planning appeal is handled by the Planning Inspectorate, on behalf of the Secretary of State, and can be dealt with by:

- Written Representations
- Informal or formal hearing; or
- Public Inquiry.

4.71 More information on planning appeals can be found on our website²¹. Figure 9 sets out the publicity which will be undertaken for planning appeals.

21. <https://www.hants.gov.uk/landplanningandenvironment/strategic-planning/appeal-against-decision>

Site Notices

A site notice will be placed at the appeal site where a public inquiry has been called by the Planning Inspectorate.

Copies of all associated site notices will be uploaded to our website on the relevant pages for the original planning application, to be viewed or downloaded.

Neighbour Notification

Anyone who made written representations on the original planning application will be advised of the appeal procedure. All representations received will be forwarded to the Planning Inspectorate.

Standard notification letters will be sent to local county councillors, parish councils and the district/borough council as well as other interested parties.

We will notify interested parties of the appeal within 14 days of its commencement.

Viewing Appeal Documents

All appeal and supporting information will be available to view on our website, as well as at our offices in Winchester.

Figure 9: Publicity for Planning Appeals

- 4.72 Once a planning appeal has been heard by the Planning Inspectorate, and a decision has been made, notification of the appeal outcome will take place per the methods detailed in paragraph 4.68 for standard decisions.

5

How can communities and other interested parties stay involved?

- 5.1 There are a number of ways local communities and other interested parties can stay involved outside of the plan-making and planning application process.

ASK TO BE NOTIFIED

- 5.2 Those with an interest in minerals and waste planning can register ('opt in') to be kept informed via the Minerals and Waste Newsletter.

HELPING US TO MONITOR PERMITTED MINERALS AND WASTE DEVELOPMENTS

- 5.3 It is important that all development that we permit is undertaken in compliance with the planning permission that has been granted. Our Planning Enforcement and Site Monitoring Plan²² provides more information on our monitoring duties and how to make a complaint in relation to the developments we deal with (minerals, waste and County Council developments).

GET INVOLVED IN A SITE LIAISON PANEL

- 5.4 We encourage the formation of local liaison panels for major or controversial minerals and waste sites. These provide a forum for discussing operational issues between us as the local planning authority, the operator, representatives of the local community and other interested parties.
- 5.5 We already have a number of active liaison panels which are associated with existing minerals or waste sites. A list of the current liaison panels is available on our website²³.
- 5.6 The specific makeup of liaison panels varies according to the local situation, but potential members of a panel might include:
- the operator of the relevant facility;
 - Environment Agency;
 - representatives from the relevant district, borough, parish or town councils
 - any relevant residents association representatives; and
 - residents or representatives of residents directly affected by the development; and
 - any other interested parties.
- 5.7 We expect that operators of major minerals and waste developments will run and manage liaison panels at their sites and supports local county councillors acting to independently chair the panel. We have prepared a Liaison Panel Protocol²⁴ to help with the establishment of the panels.

22. <https://documents.hants.gov.uk/planning-strategic/HampshireCountyCouncilPlanningEnforcementandSiteMonitoringPlan2021.pdf>

23. <https://www.hants.gov.uk/landplanningandenvironment/strategic-planning/sites-in-hampshire/site-liaison-panels>

24. <https://documents.hants.gov.uk/mineralsandwaste/LiaisonPanelProtocolformineralsandwastesites.pdf>

HELPING US TO ENSURE DEVELOPMENT DOES NOT TAKE PLACE WITHOUT PLANNING PERMISSION

- 5.8 Sometimes development takes place without the necessary planning permission. Local knowledge of what is taking place in an area is often essential to addressing development which is taking place without the benefit of planning permission.
- 5.9 We will investigate all complaints in relation to unauthorised minerals or waste developments or breaches of minerals or waste site planning permissions.
- 5.10 The Planning Enforcement and Site Monitoring Plan²⁵ provides more information on the enforcement powers and how to make a complaint.

25. <https://documents.hants.gov.uk/planning-strategic/HampshireCountyCouncilPlanningEnforcementandSiteMonitoringPlan2021.pdf>

6

Neighbourhood Planning in Hampshire

- 6.1 We are fully supportive of neighbourhood planning as a way for local communities to have a greater say in where they live and work. We will provide appropriate and timely support to parish and town councils, as well as neighbourhood forums working on Neighbourhood Plans. Given the wide range of duties and responsibilities we perform, it is important that we engage in the preparation of neighbourhood plans from the outset.
- 6.2 We have prepared a guide²⁶ to help those interested in preparing a neighbourhood plan to quickly identify what information, guidance, help and support can be provided. The guide:
 - explains the main County Council services that may have to be considered when carrying out neighbourhood planning;
 - provides links to the policy guidance and to the County Council teams that might be able to provide further advice and information; and
 - explains the distinction between the role of the County Council compared to that of the district, borough, city councils or national parks in neighbourhood planning.

7

Charging for information

- 7.1 Charging for planning documents, planning histories, committee reports, decision notices, copying of plans, etc. could exclude some members of the community from gaining information on issues that may affect them. For this reason, we will try to send all requested information electronically, free of charge. Where this is not an option, paper copies will be sent, and we reserve the right to charge to cover the cost of the document production and/or copying of information and posting.

8

Reviewing the Hampshire Statement of Community Involvement

- 8.1 The Hampshire Statement of Community Involvement (SCI) will be reviewed to ensure it is up to date with current legislation and sets out an appropriate benchmark for meeting consultation requirements. Current regulations require SCI to be reviewed at least every five years.
- 8.2 Reviewing the SCI will include assessing:
 - how effective its approach is in helping the community, consultees and interested parties to be involved in minerals and waste planning in Hampshire;
 - how appropriate the SCI's proposed techniques are and how easy they are to use; and
 - whether new government guidance will result in the requirement to revise the adopted SCI.

26. <https://documents.hants.gov.uk/planning-strategic/NeighbourhoodPlanninginHampshire.pdf>

9

Where can I find out more information on planning issues and the Hampshire Statement of Community Involvement?

- 9.1 Planning Aid is a voluntary service offering free, professional and impartial advice on planning issues to community groups and individuals who cannot afford to employ a planning consultant.
- 9.2 The government's Planning Portal is also a useful source of information on the planning process for residents, operators and the regulators.
- 9.3 Copies of the Hampshire Statement of Community Involvement (SCI) are available to view:
 - on our website²⁷; and
 - at our offices in Winchester (by appointment and during normal office hours).
- 9.4 If you require further information, you can contact the Development Management and Minerals and Waste Policy teams using the information below:

Development Management	Minerals and Waste Policy
Universal Services, Hampshire County Council, The Castle, Winchester, Hampshire, SO23 8UL	Hampshire 2050, Hampshire County Council, The Castle, Winchester, Hampshire, SO23 8UJ
planning@hants.gov.uk	planning.policy@hants.gov.uk
0300 555 1389	0300 555 1389

Glossary and Acronyms

Departure (from development plan): Where a proposal does not meet the provisions of a policy in an adopted development plan.

Deputations: Members of the public and anyone who has submitted a planning application can ask to speak (make a deputation) at the meeting at which the planning application will be discussed.

Development Plan Document (DPD): Spatial planning documents which are subject to independent examination.

Development Scheme: A project plan for the development of statutory and other planning documents.

Discharge of planning conditions (Article 27s): Where a planning permission includes conditions which require further work or further details to be submitted, which need to be agreed and signed off by the relevant planning authority.

Engagement: Entering into a deliberative process of dialogue with others, actively seeking and listening to their views and exchanging ideas, information and opinions. Unlike 'mediation' or 'negotiation' engagement can occur without there being a dispute to resolve.

Environmental Impact Assessment (EIA): Systematic investigation and assessment of the likely effects of a proposed development, to be taken into account in the decision-making process under the Town and Country Planning (Environment Impact Assessment) (England and Wales) Regulations 1999. The process is undertaken for a proposed development that would significantly affect the environment because of its siting, design, size or scale.

Equalities Impact Assessment (EqIA): An assessment, as part of plan preparation, which seeks to identify and eliminate any discrimination.

Habitats Regulation Assessment (HRA): Statutory requirement for Planning Authorities to assess the potential effects of land-use plans on designated International Sites in Great Britain. The Habitats Regulations Assessment is intended to assess the potential effects of a development plan on one or more International Sites comprising Special Protection Areas (SPAs) and Special Areas of Conservation (SACs).

Hampshire Minerals & Waste Plan (HMWP): The Hampshire Minerals & Waste Plan is the adopted development plan for minerals and waste in Hampshire.

Inspector's Report: This is produced by the Planning Inspector following the public examination of the development plan documents and is binding.

Interested party: Any party who has a concern or interest in the proceedings of a particular minerals and waste development.

National Planning Policy Framework (NPPF): First published in March 2012, the NPPF sets out the Government's planning policies for England and how these are expected to be applied.

Natural England: Public body tasked with the conservation and improvement of the natural environment. Natural England designates Areas of Outstanding Natural Beauty and National Parks, manages National Nature Reserves and notifies Sites of Special Scientific Interest.

Neighbour notifications: Nearby neighbours to a development site are notified of the submission of a planning application by letter.

Negotiation: Process of reaching consensus by exchanging information, bargaining and compromise that goes on between two or more parties with some shared interests and conflicting interests.

Negotiation is likely to be part of the process of mediation but can also happen outside of any formal mediation and without the assistance of a neutral person.

Planning Aid: Voluntary provision by planners of free and independent professional advice on planning to individuals or groups unable to afford to pay for the full costs of such advice. Planning Aid includes the provision of training so that its clients can be empowered through better understanding of how the planning system works and the development of skills that enable them to present their own case more effectively.

Planning application: An application to carry out development for which planning permission is required.

Planning condition: A condition imposed on a grant of planning permission (in accordance with the Town and Country Planning Act 1990) or a condition included in a Local Development Order or Neighbourhood Development Order.

Planning obligation: A legally enforceable obligation entered into under section 106 of the Town and Country Planning Act 1990 to mitigate the impacts of a development proposal.

Planning permission: Once planning applications have been reviewed by the relevant planning authority, permission may be granted - i.e. consent for the proposed development is given. Permissions may have certain conditions or legal agreements attached which allow development as long as the operator adheres to these.

Pre-application discussions: Hampshire County Council encourages engagement with applicants and their agents prior to any application being submitted. There is a charge for pre-planning application advice for proposed minerals and waste development.

Public consultation: A process through which the public is informed about development proposals and invited to submit comments on them.

Public examination: A public examination of a development plan starts upon submission to the Secretary of State. An Independent Planning Inspector is appointed to examine the soundness of the Plan (see 'Soundness'). The Inspector will check that the authority has prepared the document legally and tests whether it is 'sound'.

Redacted: To redact is to edit or prepare for publishing. Frequently, a redacted document, such as a memo or e-mail message, has simply had personal (or possibly actionable) content removed or blacked out.

Soundness: Soundness is an issue which is considered as part of the public examination of a development plan document. A Plan can only be adopted if it has been 'found sound' by a Planning Inspector.

Statement of Community Involvement (SCI): A Local Development Document which sets out the standards the Planning Authority intends to achieve when involving the community in preparing Local Development Documents, or when making a significant development control decision. It also sets out how the Authority intends to achieve these standards. A consultation statement must be produced showing how the Authority has complied with its SCI.

Statutory consultee: These are organisations and public bodies who are required to be consulted concerning specific issues relating to planning applications and help inform any decision made by the planning authority.

Strategic Environmental Assessment (SEA) / Sustainability Appraisal (SA): Sustainability appraisal is a systematic and repeated appraisal process, incorporating the requirements of the Strategic Environmental Assessment Directive (European Union 'SEA Directive' 2001/42/EC). The purpose of sustainability appraisal is to appraise the social, environmental and economic effects of the strategies and policies in any minerals and waste development document from the outset

of the preparation process. This will ensure that decisions are made that accord with sustainable development. All references to sustainability appraisal must be taken to include the requirements of the Strategic Environmental Assessment Directive as the work on the Hampshire Minerals and Waste Plan merges these together. The Sustainability Appraisal (incorporating Strategic Environmental Assessment) documents are support the preparation of the plan.

Supplementary Planning Documents (SPD): Policy guidance to supplement the policies and proposals in development plan documents. They can be used to provide further guidance for development on specific sites, or on particular issues, such as design. Supplementary planning documents are capable of being a material consideration in planning decisions but are not part of the development plan. They will not form part of the development plan or be subject to public examination.

Appendix A – Potential Consultees & Interested Parties

Statutory Consultees (defined by relevant regulations) including:

- Local planning authorities, parish and town councils (inside and outside Hampshire) and national parks which may be impacted by a development proposal
- Environment Agency
- Natural England
- Historic England
- Lead Local Flood Authority
- Sport England
- National Highways
- Local Highway Authority
- Public utilities, the National Grid, statutory undertakers (plan-making only)

Marginalised communities and groups, including:

- Carers
- Homeless people
- People with limited access to transport
- Rural residents communities
- Black, minority ethnic, religious and belief groups
- Minority communities (inc. gypsy and travellers)
- People with physical, sensory, learning disability or mental health issues
- Young and old people
- People with limited access to information technology

Other consultees including:

- Residents (inc. renters), owners of second homes
- Area of Outstanding Natural Beauty bodies
- Minerals and waste management operators, trade bodies and agents
- Construction businesses
- Housing associations
- Transport providers
- Ministry of Defence
- Members of Parliament
- Environmental organisations & interest groups
- Established residents and community groups
- Public utilities, National Grid, statutory undertakers (planning applications only)
- Local business & Economic bodies
- Tourism organisations, tourist and visitors to Hampshire
- Health and safety organisations (Health and Safety Executive, Police and Crime Commissioner, Fire and Rescue, Clinical Commissioning groups)
- Volunteer groups and charities
- Schools, colleges and universities
- Commuters
- Other Government departments & agencies
- Neighbourhood Forum (where Neighbourhood Plan is in place)
- Existing and adjoining landowners
- Network Rail

Appendix B – Options for community involvement in plan-making

Options for Community Involvement	Plan-making Stages (Regulations)					
	Regulation 18 Options Development	Regulation 19 Proposed Submission	Regulation 22 Submission	Regulation 24 Public Examination	Regulation 24 Proposed changes to the Plan	Regulation 26 Inspector's Report
Make documents (including consultation documents where relevant) available to view on our website with internet access at Discovery Centres, and Libraries	✓	✓	-	-	✓	✓
Use of newsletter (where appropriate) to publicise details (distributed via website, email or post)	✓	✓	✓	-	✓	✓
Make consultation documents available for inspection at our offices (in Winchester, by appointment and during normal office hours)	✓	✓	-	-	✓	✓
Notify neighbouring properties of sites to be considered within public consultation documents as proposed allocations	✓	✓	-	-	-	-
Formal written consultation	✓	✓	-	-	✓	✓
Send link to electronic copies of relevant documents to Statutory consultees and other consultees and interested parties	✓	✓	-	-	✓	✓
Send email or letter (where email is not available) to statutory consultation bodies (listed in Regulations) with links to documents on our website	✓	✓	-	-	✓	✓
Send email or letter (where email is not available) to general/informal consultees/interested parties, with links to documents on website)	✓	✓	-	-	✓	✓

	Plan-making Stages (Regulations)					
Options for Community Involvement	Regulation 18 Options Development	Regulation 19 Proposed Submission	Regulation 22 Submission	Regulation 24 Public Examination	Regulation 24 Proposed changes to the Plan	Regulation 26 Inspector's Report
Use internet (email shots to put documents and statutory notices on our website, use of response forms via the internet)	✓	✓	-	-	✓	-
Respond to consultee/interested parties enquiries about general plan preparation (by post and email)	✓	✓	✓	✓	✓	✓
Acknowledge respondent representations and notifying them of our response in a summary report	✓	✓	-	-	✓	-
Use media to publicise and promote community involvement (where appropriate)	✓	✓	-	-	✓	-
Use leaflets/brochures - mailed or placed in public places, such as Discovery Centres, libraries (where appropriate)	✓	✓	✓	✓	✓	✓
Use public exhibitions displays/stalls/road shows (where appropriate)	✓	✓	-	-	-	-
Use focus groups (selected groups of participants with particular characteristics) (where appropriate)	✓	✓	-	-	-	-
Use interactive consultees/ interested parties workshops, e.g. 'enquiry by design' and 'planning for real' exercises, including via internet (where appropriate)	✓	✓	-	-	-	-
Use of Area Forums (standing groups with geographical remit) e.g. potential use when plans consider site allocations	✓	✓	-	-	-	-
Encourage consultees/interested parties to make use of planning aid services (advertised by link on website)	✓	✓	✓	✓	✓	✓
Use social media (where appropriate)	✓	✓	✓	✓	✓	✓

Appendix C – Options for community engagement in development management

	Planning application		Planning appeal	
	Receipt and processing of planning application	Notification of decision for a planning application	Receipt and processing of planning appeal	Notification of decision for a planning application
Make documents available to view online on our website	✓	✓	✓	✓
Make documents available for inspection at County Council offices in Winchester (by appointment and in normal office hours)	✓	✓	✓	✓
Make documents available for electronic inspection at local authority offices (District and Borough)	✓	✓	✓	✓
Place a notice in a local newspaper for the required timescale	✓	✓	✓	
Notify relevant county councillor	✓	✓	✓	✓
Notify objectors who have requested notification following previous planning application (where objections have been made within 2 years of receipt of new & approved) planning application at the same site) at specific sites	✓	-	✓	-
Place site notices on the planning application site/appeal site	✓	-	✓	-
Send copy (by email or letter) of site notices to relevant Parish or Town council for display (as appropriate).	✓	-	-	-
Notify neighbouring properties of sites where an application/appeal has been submitted - in line with the requirements of the SCI	✓	-	✓	-
Notify and send, upon request, hard copies of relevant documents to Statutory Consultees (if not signed up for email consultation)	✓	-	-	-

	Planning application		Planning appeal	
	Receipt and processing of planning application	Notification of decision for a planning application	Receipt and processing of planning appeal	Notification of decision for a planning application
Send email (letter if email is not available) to statutory consultation bodies (listed in Regulations) with links to documents on our website.	✓	-	-	-
Send email (letter if email is not available) to general consultees and interested parties, with links to documents on website	✓	-	-	-
Place details of application on our Statutory notice board	✓	-	✓	-
Encourage consultees and interested parties to make use of planning aid services (advertised by link on website)	✓	-	-	-
Use social media (where appropriate)	-	-	-	-

This document can be made available in large print, on audio media, in Braille or in some other languages.

For further information, please contact:

Development Management	Minerals and Waste Policy
Universal Services, Hampshire County Council, The Castle, Winchester, Hampshire, SO23 8UL	Hampshire 2050, Hampshire County Council, The Castle, Winchester, Hampshire, SO23 8UL
planning@hants.gov.uk	planning.policy@hants.gov.uk
0300 555 1389	0300 555 1389
www.hants.gov.uk/landplanningandenvironment/strategic-planning	

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HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker	Cabinet
Date:	10 October 2023
Title:	Adults' Health and Care Directorate 5 Year Strategy Refresh
Report From:	Deputy Chief Executive and Director of Adults' Health and Care

Contact name: Graham Allen

Tel: 0370 779 5574

Email: Graham.allen@hants.gov.uk

Purpose of this Report

1. The purpose of this report is to seek Cabinet approval to the refreshed 5-year strategy for Adults' Health and Care that links to a reaffirmed Vision that is focused on maximising people's independence and their quality of life.
2. The report outlines the current operating context for the Directorate and headlines a range of challenges that the Strategy needs to cover off/contend with, including service demand, complexity of conditions, workforce, partner and provider issues and the significant financial funding pressures.
3. The refreshed Strategy, which is broken down into three themed areas, confirms any number of ambitions to be pursued and delivered on over the next 5-year period, recognising the importance of prevention and demand management, but also transformation of services and the relentless operational pursuit of effective strengths-based practice as the main ways in which overall demand and demand for paid for services can best be contained.

Recommendation(s)

4. It is recommended that Cabinet:
 - a) Note and endorse the reaffirmed Adults' Health and Care Vision which is focused on maximising independence and people living long, healthy, and happier lives.
 - b) Acknowledge and approve the accompanying refreshed five-year Strategy which focuses on prevention, independent living at home and facilitating or directly enabling accommodation solutions, and a Strategy that complements Hampshire 2050 and the current corporate objectives for the Council.
 - c) Endorse the target achievements that the Strategy is aiming to deliver on, but noting the context in which the Directorate is working and the extreme challenges in regards service demand, workforce, finance and the

dependencies and required contributions from partners, providers, and the VCSE, as well as other parts of the County Council.

- d) Note the development and importance of other related documents that together form a suite of significant Directorate publications that will guide and influence our future actions and activities to support our population, work with partners and provide guidance to our providers e.g. service specific Market Position Statements (MPSs).

Executive Summary

5. This report reaffirms the Adults' Health and Care Department Vision that is focused on maximising people's independence and their quality of life and outlines how the Vision is underpinned by a refreshed five-year Strategy that confirms the exceptionally challenging context in which we are working but positively highlights a number of service areas that we have high ambitions for and will target progress, transformation, and improvement over the coming years.
6. The Strategy will be underpinned by five Market Position Statements (MPS's) covering key service areas that we have developed and updated jointly with key stakeholders including providers of services for the different areas.
7. A business plan for 2023/24 has also been developed and this will help ensure that continued strong progress is made towards the stated Vision and in respect of the Strategy aspirations. The business plan, and in particular the associated performance management arrangements that are in place will also help the Directorate to robustly understand its standing in a range of different service arenas that are due to be 'tested' as part of a new Care Quality Commission (CQC) self-assessment process that is due to be formally introduced across local government next financial year.
8. The business plan and the refreshed Strategy strongly link to the Council imperative of working to a balanced budget and in that regard SP23 and SP25 savings and other key transformation initiatives linked to technology, digital and the transition to Care Director (our new Directorate care management system) are all explicitly covered off.
9. Additionally, the Strategy complements Hampshire 2050 ambitions in different ways with the two Directorates in particular working closely together on Accommodation proposals covering in-house HCC Care services and key Extra Care and Supported Living projects that enable older and younger adults alike, to live independently but with care provision on hand.
10. The challenging operating context including increasing service demand, system pressures (community and hospital alike), workforce availability, market sustainability/volatility and of course the significant and increasing pressures on public finances (covering the local NHS as well as HCC) is clearly acknowledged and has influenced the content and narrative across the documents.
11. The refreshed Strategy is again built around our work that we can neatly attribute to three key pillars; Prevention (incorporating Demand Management), Living Independently at Home, and Accommodation Based

Services. It incorporates a stronger than ever focus on Prevention and Demand Management activities in recognition of the fact that funding for services is increasingly only able to be directed to the most vulnerable adults in society and where statute demands. From a Directorate standpoint, we are working relentlessly at an operational level to ensure that we consistently and successfully apply a strengths-based method of operating. This is fundamental to our Vision of wanting (and needing) to maximise people's independence.

12. The Vision and 5 Year Strategy has been developed over the past year with input from the Directorate Management Team (DMT), senior managers, service user forums, and an external Strategy working group that includes several key stakeholders representing different parts of the Adults', Health, and Care landscape and the NHS and the Voluntary Community and Social Enterprise (VCSE) sector.
13. The supporting MPS's are intended to help the Social Care market to better understand our ambitions and direction of travel in specific service areas such as help to live at home, residential and nursing care, learning disabilities and autism, physical disabilities, and mental health. They give providers clearer certainty over a medium-term period and allow the Directorate to make clear and transparent commitments to providers demonstrating our desire for maintaining and further developing mutually strong two-way relationships.

Contextual information

14. The main responsibilities of Adult Social Care are set out in three pieces of legislation; the Care Act 2014, the Mental Health Act 1983, and the Mental Capacity Act 2005. As the overarching piece of legislation, the Care Act 2014 extended existing and laid down responsibilities including:
 - promoting well-being
 - protecting (safeguarding) adults at risk of abuse or neglect
 - preventing the need for care and support
 - promoting integration of care and support with health services
 - providing information and advice
 - promoting diversity and quality in providing services
15. The strategic context that Adults' Health and Care is currently operating in is well trailed. In looking forward, especially over the next 3-5 years (and arguably longer) it is expected that the different challenges faced by the Directorate will increase, most notably because we expect to see a continued rise in the proportion of people aged 65 and above and we know that care demands, especially in the area of Complex Dementia, are set to rise significantly year on year. Many other factors, as headlined in the Executive Summary will all combine to mean that the challenges we face and the external scrutiny of our performance (especially by CQC), will inevitably increase throughout the refreshed Strategy period.

16. Against this backdrop and the responsibilities laid down within the Care Act 2014, continuing to set a clear direction for staff, for partners and providers and for existing and potential future service users and their families/friends remains essential, especially if future advice, help, and support services are to sustainably meet higher quality thresholds.
17. In terms of our operating environment, demand for advice, help and support continues to increase, partly driven by an ageing population and partly because of the increasing number of children and younger adults with highly complex needs that are surviving into old(er) age. In the next 5 years the number of people aged 85-89 is set to rise by 16.3% (5,076) and an increase of 20.6% (4,421) in those aged 90 and above.
18. We know that the pressures on public finances are set to continue with the Country dealing with the on-going financial impacts of the Covid Pandemic, and cost of living/inflationary rises. In simple terms, we know we are going to have less money in real terms to pay for Adult Social Care over the coming period, but we also know that our partners, including the local NHS, are in an even more perilous financial position so there will be wider knock-on impacts for services and out of hospital community capacity.
19. The financial challenges for the Directorate are immense. Circa 80% of our near (net) £500m budget is spent on front line services with the vast majority on services provided by independent providers. On top of rising service demand, cost rises in the social care market are regularly significantly above inflation and the impacts of having to meet ever increasing external care provision costs is a major factor in the level of overall financial support required by the Directorate.
20. Factor in the unprecedented challenge that is SP25 (a £47m savings requirement by 2025/26), and we are close to the perfect financial storm even after accounting for some one-off monies from Government in the form of a market sustainability fund allocation (£7m this year) and a Hospital Discharge Fund for HCC of some £3.9m in 2023/24.
21. The proposed Cabinet approved capital investment in the HCC Care older adults' portfolio which is subject to a formal 10-week public consultation and is just over a month from its conclusion, will help to contain revenue costs for clients requiring long-term care placements into the future. As welcome as this will be if it is ultimately approved, the investment covers a small fraction of our overall service delivery and is thus not going to make a material financial contribution to our future revenue spend, in overall terms.
22. Of perhaps greater importance is that the investment proposal (if delivered) will widen the influence of our HCC Care in-house service operation, and looks a sound one, both as a means of better containing costs but also to ensure suitable provision exists in specific Hampshire locations given the continued independent sector vulnerability and uncertainty.
23. Whilst cost containment is clearly an issue for providers, they, like us, are also struggling to recruit and retain a skilled workforce in the face of competition from other parts of the economy and from the general availability of labour – the latter, partly a consequence of BREXIT but possibly more so,

due the profound effect that the Covid Pandemic has had in so far as it has changed the face and nature of the employment market. It is estimated that the overall workforce needs to increase by as much as (an unrealistic) 20%, whilst also arresting the significant annual turnover of staff within the sector. Additionally, over the next five years due to the increase in the number of older people, higher demand for mental health services and increasing numbers of younger adults with learning and physical disabilities. The success of our preventative work including how we can achieve even more from the contribution technology can make, and our various transformation projects will be key to finding alternative ways of providing help and support, to maximising independence wherever possible and to minimising increased calls to increase workforce levels.

24. Our public sector partners, particularly the two NHS Integrated Care Boards serving Hampshire residents and the raft of NHS providers including 5 Acute hospitals, are also facing similar demand, operating, workforce and financial challenges. Although this having the effect of bringing different systems closer together, the degree of financial pressure felt by the local NHS is unprecedented and this will inevitably impact on the Directorate and the County Council regardless of how successful we are with our stated programmes of work.
25. Collaboration and integration aspirations will continue to be pursued where it is sensible and possible to do so but there has not been a great deal of success in the latter area over the recent years and given the present landscape it will be essential that any potential formal joint arrangements going forward will be guaranteed to be governed locally.
26. The pressure on partners also extends to the VCSE who are also feeling the squeeze on their own finances as sources of income from the NHS and local authorities continue to reduce in overall terms. A tighter strategic arrangement between the Directorate, the NHS and the VCSE is developing and will aim to prioritise key areas where the VCSE can best support the statutory organisations and will better allow for scarce HCC and NHS monies to be directed to these areas with reduced bureaucracy and reduced duplication helping to minimise the impact of less real terms funding support.
27. The Vision and refreshed Directorate Strategy that has been developed, responds to all that is set out above and sets out our approach to managing demand, to maximising independence and to providing support to the most vulnerable. As we look to make progress with the refreshed Strategy over the next five years, we will continue to do so collaboratively and in consultation with those who use our services, including service users, service user forums, carers, the VCSE, partners and providers.
28. We will also work closely with other parts of the County Council as there are some key dependencies and contributions required to enable the different ambitions to be realised, including new and/or improved I.T capability, better joint commissioning with Children's and Public Health and the specialist involvement of property services as we look to modernise and expand our direct service estate. Additionally, tighter working with Hampshire 2050 will

ensure that the work of the Directorate and the support required corporately will be in strict alignment.

The Vision

29. Our Vision remains for Hampshire residents to live long, healthy, and happier lives with the maximum degree of independence as possible. The Vision will be achieved by 'encouraging people to stay well', by 'supporting people to help themselves' and by 'carefully working with people when they need the County Council's help.
30. The Vision builds on half a dozen years or more of positive and improving strengths-based work. It places a heavy emphasis on prevention (people staying well), with a strong read across to the recently approved Public Health Strategy and pushes further and harder at our strengths-based work by pointing people, partners, providers, and our staff to play to people's strengths in the expectation that greater, no, or low-cost contributions will come from family, friends, and local communities. This is a key mechanism by which greater independence, community cohesion and resilience can be affected at the lowest overall cost to the public purse.
31. The Vision continues to respond to the County Council's responsibility to promote well-being, to prevent the need for care and support and to provide information and advice, all ahead of providing paid for services.
32. Every piece of credible evidence points to people wanting to feel free of state intervention, wanting to remain in their own homes for as long as is practically possible and to staying socially connected (networked). In almost all cases, this results in people living happier and more independent lives. Happiness is clearly difficult to measure in absolute terms, but we know how important it is and we know that there is a direct correlation between isolation, health regression and then high-cost service provision which at the extreme end means long-term placements in increasingly expensive residential or nursing care settings.
33. With an ever-ageing population, concerns about the year-on-year growth in dementia for older people and worrying increases in mental health issues and social isolation cases, we must work harder and earlier at improving and maintaining (good) health and independence if we are to stretch our reducing financial resources over a greater number of people who will require our help and support into the future. The Directorate's Vision and Strategy is predicated on delivering against this challenging but realisable ambition.

How we will achieve our Vision

34. We aim to deliver on the Vision by focussing our efforts, time, and resources into three key areas as follows.

Prevention (incorporating Demand Management)

35. This chapter confirms our specific focus on preventing and/or reducing demand for formal social care services. This will include helping people to

remain fit and well, or to maintain their current abilities for longer by making more informed choices.

36. Our work in this area will be multi-faceted but with a clear connection to and close working with our Public Health service to best ensure that the ambition to improve Hampshire residents' health, is progressed in the most effective way possible.
37. The Prevention ambitions include a continued improvement and impact in terms of the role and use of our on-line information and advice platform 'Connect to Support Hampshire' and outlines the opportunities we will be pursuing to improve further the impact and contribution of our Call Centre (Contact Assessment Resolution Team, CART) operation.
38. Strong progress in these areas together with a renewed focus on supporting Carer's and further increases in the use of private pay assistive (care) technology and securing other improved outcomes including greater use of the meals on wheels service will all combine to reduce the overall demand levels for paid for care.
39. Family carers are incredibly important to helping those living at home to remain at home and the Council thus works very closely with carers. The Hampshire Carers Partnership (HCP) is the coming together of carer representatives, local statutory agencies, health, social care, voluntary and social enterprise organisations to recognise the importance of unpaid carers of adults across Hampshire* with a commitment to working effectively together on improvements to ensure these carers are visible, valued and supported.
40. The HCP is not an organisational entity, but a way of working that is supported by local organisations; it is an ethos underpinning everyday behaviours and practice. Communication and delivery will be supported and enabled by the work of the HCP Board, with Members who are representatives from the HCP, and related working groups. The partnership is currently working with the Directorate to refresh the Hampshire Joint Carers Strategy.

Independent Living at Home

41. This chapter outlines just a small number of the ways in which we are able to support people with emerging care needs to live independently in their own homes for as long as they can. This is at the heart of our carefully developed Vision for Hampshire residents and will result in people generally living happier and as independently as possible in familiar surroundings, staying connected to family, friends, and neighbours.
42. We will maximise independent living at home in many ways including by working with front line staff to encourage those eligible for social care support to choose to take control and organise their own social care through a 'Direct Payment'. This will help to reduce the need for the County Council to directly buy services on behalf of clients.
43. Staff will also be given targets for increasing the role assistive (care) technology can play to reduce paid for care levels and improve levels of

independence. We have an existing strong service delivery base for the use of technology with some 13,000 people benefitting from technology enable care solutions either as their sole support mechanism or as part of their care. Over the coming period we will be looking to increase this overall number further as part of recognising that there are opportunities for technology to play an even greater role than it currently does.

44. Another key opportunity for us comes in relation to our Reablement service which positively impacts people's onward care needs both in the community and for those discharged from hospital that who can return home that it is able to work. The service is working hard to improve its own efficiency and part of this lies in better managing the length of stay for those people who benefit from Reablement. The Directorate aim is for more people than present to receive direct support from the service and if successful this will lead to lower levels of paid for care being required from Care at Home providers who take on the onward care needs.
45. The Reablement service also touches into the joint arrangement we have with the NHS to support those people upon discharge from hospital who are unable to return home and thus move temporarily into our repurposed short stay bedded units. This provides the optimum setting for people to recover and to be re-abled, often receiving therapy type support so that upon assessment, they are then well enough to go home, with differing (but lower than otherwise) Home Care provision.
46. In many instances, the short-stay service offering makes the direct difference between someone being fit enough to go home as opposed to going direct to a long-stay placement direct from hospital. Not only does this deliver against the Directorate's stated 'maximising independence' Vision, but it also helps to reduce the extent of the paid for care consideration.
47. The Care at Home service results from our very successful Help to Live at Home framework that we developed and introduced back in 2018, working diligently in the Directorate and with independent providers to ensure we had a service model that would work for the people in need of the Home Care support, for providers and for the Directorate. It has resulted in high-level independent sector sign-up; the arrangements are highly regarded and for the most part previous waiting lists and difficulties with securing timely help and support are a thing of the past.
48. This has enabled our focus to be on quality of care and on building stronger relationships with our key providers, with some success in terms of managing needs and containing care levels for longer but appropriately. As we move forward, we will be introducing more management information that our Social Workers and providers can share in and use to our joint advantage which in turn will mean more attention on and for service users, aimed again at maximising people's independence and reducing our exposure to higher paid for care costs.
49. We continue to build our Strengths Based Practice to prevent and delay the need for services. One example is Proactive Enhanced Care which is a preventative social work intervention for people over 85 years to ensure that

early help is available to promote wellbeing and prevent deterioration. Living Longer Better is a joint endeavour with public health to ensure that physical activity is promoted at every stage of life. We will continue to work closely with the voluntary sector and public health to support people more likely to be subject to health inequalities due to their age or disability.

Accommodation

50. This chapter highlights our work to help maintain the independence of people with the greatest needs including commissioning accommodation and directly providing in-house services to help maintain or increase the independence of people with the greatest needs.
51. The County Council has a long tradition of facilitating community-based accommodation-based services (reducing institutionalised care levels) and for directly operating our own estate of residential and nursing homes. In the latter area, the Strategy highlights our positive direct provision track record and our ambition to focus our HCC Care service attention for older adults to three key service areas for the benefit of the increasing number of frail, elderly service users with complex needs that require our help and support.
52. Cabinet approved the HCC Care service direction of travel as recently as July this year with the detailed proposals for individual sites currently subject to a 10-week formal public consultation that is due to end in just over a month from now.
53. Beyond our direct provision arena, our Accommodation ambitions for the next five years extend into older persons Extra Care and to younger adults Supportive Living as we look to continue our so far successful forays into both service arenas. Two new Extra Care facilities are due to be completed this year with the first of these, a scheme at Gosport, finalised in the early summer and now being accessed by those on the waiting list and by those being directly referred by our local Social Work team.
54. The second scheme in New Milton is due for completion early in 2024 and once available for occupation will mean that our overall Extra Care provision will then run to 900 units. We have ambitions to go further with circa £20m of the original £45m investment fund still available to us we are confident of landing at least two further schemes in Petersfield and Havant in the next 5 years as well as securing all the necessary agreements, approvals and perhaps planning permissions for at least three additional projects that are currently subject to evaluation with partners from our pipeline list of potential schemes.
55. The Supported Living story is similar albeit the typical size and configuration of projects for younger adults with learning or physical disabilities means homes of around 10 units as compared with 50 or more for the older adults' developments.
56. In the last 7-8 years and backed by some £35m of corporate investment, some 166 places have been facilitated with HCC directly delivering 9 new buildings including 94 one-bedroom flats and a further 41 one-bedroom flats being commissioned in conjunction with partners. As part of the overall 166

places, 8 new, shared houses offering multiple rooms have also been built/completed.

57. These Supported Living developments have delivered excellent outcomes for some of Hampshire's most complex residents, allowing 50 service users with learning or physical disabilities to move out of institutionalised residential accommodation, 17 children transitioning from Children's Service to adulthood to have their own tenancy and remain local to their families, and in other cases, allowing vulnerable adults to move out of poor quality housing or from their family home, where previously the only option would have been residential care.
58. Moving forward, and specifically in relation to the next 5 years, we have up to another £20m to continue to make progress for vulnerable younger adults and secure them their own front door and the chance to live independently. We will also look to spend a proportion of this capital provision to improve the levels and the quality of crisis support which in turn will help to reduce unnecessary hospital admissions and improve people outcomes.
59. Lastly in terms of Accommodation based services, the Directorate is very proud of its Shared Lives service where people with any number of social care help and support needs (most typically younger adults with learning disabilities, physical disabilities, autism or mental health issues) can live in a family home supported by a carer or carers who have come forward and agree to work with us formally, to support people in need in their own homes. This is yet another way in which we can increase independence levels and the Shared Lives service is also a very cost effective one for the Directorate.
60. We currently have some 120 Shared Lives Carers and are currently reviewing our arrangements, processes, and procedures with them with a view to simplifying how we work together and to ensure that carer needs, including remuneration levels are appropriately being catered for. Once the review work is complete and we have an agreed way forward we have ambitions to focus efforts on a promotion and marketing campaign with the aspiration to build our carer numbers as substantially as we can. Our high-level aspiration is to work hard to double carer numbers over the next 5 years thus significantly improving our independence credentials and reducing our cost exposure in the younger adults' service arena.

What this will mean – Where we will be in five years' time

61. Our Strategy document clearly articulates where we expect to be in five years' time for each of the main areas of focus e.g. prevention, independent living at home and accommodation. These expected achievements and outcomes are listed together and shown in the Appendix to this report.
62. In keeping with a high performing authority that continues to be responsible for securing quality service outcomes for Hampshire residents, the Adults' Health and Care Vision and Strategy is rightly aspirational and strong in ambition. That said, it has been carefully constructed, all main stakeholders have contributed to the final documents and there is a quiet confidence that it is realisable whilst stretching in its ambition.

63. Achievement will include our on-line information and advice platform being routinely accessed by more than the current 20,000 'hits' per month that it receives, and thus helping to reduce demand on our Contact Centre (CART) that will then be able to resolve a greater number of enquiries at source.
64. Assistive technology (technology enable care) will be increasingly more commonplace in people's homes including greater numbers of private pay arrangements for those on the edge of or not eligible for paid for Social Care. We currently have some 1,300 private pay customers and we will be working hard to increase this number as high as we can over the coming years.
65. Strengths-Based working will continue to be a focus for our front-line operational staff, with our Principle Social Worker and our own learning and development function ensuring that training and support is openly available so that staff are consistently and continually supported to achieve the optimal strengths-based outcomes.
66. Our Reablement service will extend its reach and its contribution wherever possible and our work with the VCSE and with volunteers will enable more people to be supported to remain independent.
67. Accommodation services will be extended where possible, including our commitment to continuing investment in Extra Care units for older people, and our commitment to deliver more Supported Accommodation living for younger adults. Additionally, we look to increase the contribution of our HCC Care in-house service and look to secure more carers so that our Shared Lives arrangements can extend beyond where they are now, benefitting in the main more younger adults.
68. The documents attached to this report include a public facing Vision Statement and a two-sided statement for our staff which clearly set out what the Vision means and how we will work to achieve it.
69. In simple terms, the Vision and Strategy is a continuance and bringing together of work that the Directorate has been progressing for several years now. That said, its achievement, especially given the operating and external context, will be far from straightforward and will require strong senior leadership, a coherent understanding of what it means by staff at all levels and a focused approach adopted at the front line so that, for example, the use of direct payments, the role of assistive technology and the consistent application of the strengths-based approach are all prioritised and able to be evidenced.
70. Recognising the important role our numerous providers play in terms of delivering high quality Adult Social Care services, our Market Position Statements aim to provide clarity about how we will modernise and develop services. They also contain a small number of important commitments that we recognise we must deliver on if we are to robustly maintain and forge even more meaningful and productive two-way relationships in what we know will be a testing period ahead.
71. We have made strong progress over the past 5 years since our original Strategy was approved and launched, especially in terms of engagement and closer meaningful working, and we know that only by continuing to work

positively with providers, partners, and a range of key stakeholders, will we be able to be successful.

72. To further assist managers and staff at all levels throughout Adults' Health and Care, we will continue with our annual business plan arrangements that help to ensure focus and progress in the key areas described in the refreshed Strategy. This, combined with an evolving performance management system, which allows individual teams to view their local performance through a range of different reports, will allow progress to be monitored and measured regularly and for timely action to be taken or issues escalated should priority work areas not be on track.
73. This will allow for Directorate, service, team, and individual performance to have a clear 'golden thread' and will be supportive of our Valuing Performance framework for all staff. Given the direction of travel for CQC self-assessment as outlined earlier, having a proper handle on performance and our work in the different areas that CQC will initially be focusing on, will serve us well and will help us to be more on the front foot and aware, ahead of CQC's ultimately formal engagement with the Directorate.

Consultation and Equalities

74. Any service specific proposed changes resulting from execution of this Directorate strategy and any associated equality impact assessments will be taken forward in the appropriate manner. The Equalities Impact Assessment for the Strategy document itself has an overall positive impact on Hampshire residents.
75. The Strategy work has been developed with the support of an external stakeholder group drawn from a variety of partners, service user representatives and the Voluntary Community and Social Enterprise sector. This stakeholder group will continue to operate beyond the approval of the Strategy and will be regularly consulted and engaged with, in the execution of the Strategy aims and objectives.

Climate Change Impact Assessment

76. Hampshire County Council utilises two decision-making tools to assess the carbon emissions and resilience impacts 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.
77. The climate change tools were not applicable to this report due to it being a strategic document, which encapsulates a larger directorate programme of work across multiple workstreams. However, climate change impact from said projects will be able to be demonstrated at the point of introducing any changes to existing practice.

Conclusions

78. The strategic context and operating climate for Adults' Health and Care is especially challenging for any number of reasons. These include unrelenting service demand, workforce availability, partner and provider vulnerability and the very difficult financial position that is impacting significantly across the Social Care system and arguably the entire public sector.
79. The premium on transforming the way we work to help us maintain and/or improve service outcomes at a contained (or reduced) cost is paramount, and requires everyone from clients, our staff, partners, and providers, to be working to a coherent and consistent script.
80. The reaffirmed Adults' Health and Care Vision that at its heart promotes well-being, resilience, and independence, together with a refreshed five-year Strategy that is rightly aspirational and ambitious, but constructed in a manner that makes it realisable, is the opportunity for the coherence and consistency that is required.
81. Taken together with five service-based Market Position Statements, a Vision statement that was specifically developed for staff and continues to provide clarity at all levels as to what the Vision means and will entail, and a new Business Plan that will ensure our main service targets are clear, prioritised and monitored, the different documents provide an overarching framework for the Directorate to perform against in the coming years.
82. Achievement of the Strategy outcomes listed in the prevention, living independently and accommodation sections of the Strategy will rely on a range of external and internal (including cross Council) contributions if the Directorate is to make the progress it has set out to do. Success will result in improved people outcomes, greater personal independence for generations to come and a Directorate that is better able to live within its means and able to attract and retain a high-quality workforce for the future.

REQUIRED CORPORATE AND LEGAL INFORMATION:

Links to the Strategic Plan

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

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:

Service Description

A refreshed Hampshire Adults' Health and Care Strategy has been collaborated on and co-produced with key strategic external and internal stakeholders which sets out the directorate's focus and ambitions for the next five years (2023-2028). The refreshed Strategy builds on the directorate's current strategy as of 2018 which clearly identified both the operating context the directorate was working within and key ways of working and programme priorities. The refreshed strategy gives the opportunity for the directorate to continue to outline its ethos of transparency, best practice, benefits to be realised and commitment to Hampshire's residents and the workforce regarding its ambitions in the context of the known operational and financial environment.

The refreshed strategy reaffirms the directorate's vision to enable Hampshire residents to live, long healthy and happier lives with the maximum possible independence.

Service Change

The refreshed strategy as noted builds on its predecessor in that it both outlines the local and national economic and financial context that the council and its partners including commissioned providers are operating in alongside local demand data. The strategy outlines the key legislation that underpins adult social care with a specific outline of the principle, responsibilities that the directorate has with regards to the Care Act 2014. The refreshed strategy then aligns itself to these six principle responsibilities through its focus on three key areas of work; prevention incorporating demand management, independent living at home and accommodation. The refreshed strategy aligns to other key council strategies including the recently published Public Health Strategy 2023-2026, Children and Young Peoples Plan 2022-2025, Hampshire County Councils Strategic Plan 2021-2025 and the direction set by the Hampshire 2050 Commission.

Geographic Impact: All Hampshire

Engagement/Consultation: Yes

Engagement Consultation Detail

The refreshed strategy has been developed in part with all Directorates within the Council who have detailed their priorities and ambitions in relation to the Hampshire County Council Strategic Plan, Hampshire 2050 Commission and the wider fiscal environment. A strategy steering group was established to reflect the wide range of key strategic partners that the directorate works with and for in the context of service user and carer representation. The steering group included representatives from the Directorate Management Team, the Hampshire and Isle of Wight Integrated Care Board, Community and Voluntary Sector, Carers, People with Lived Experience, local advocacy organisations, Hampshire Care Association and commissioned providers have been involved in shaping the strategy. There was also engagement with the Hampshire Autism Partnership Board, Hampshire Learning Disability Partnership, Personalisation Expert Panel and Mental Health Partnership.

The refreshed strategy details five elements which all contribute to the operating environment the directorate and wider council are working within. These elements are based on the directorate's ongoing proactive approach to managing and utilising data, intelligence and knowledge management within its operational business as usual, project/programme/portfolio management alongside the use of the Hampshire Joint Strategic Needs Assessment and demand data. The five year plan outlines the preventative universal approach that encourages residents to live long, healthy and happier lives. Alongside this preventative approach is working with individuals to offer assessments and where needed the right services to enable living as independently as possible through enabling individuals to make

informed choices and by strengths-based working. There is also close collaboration with the Hampshire Public Health Team particularly in regard to improving the health and wellbeing of Hampshire's residents through the Live Longer Better Programme, Falls Prevention and Mental Wellbeing Strategy.

Details of Engagement/Consultation

The refreshed strategy has been developed in part with all Directorates within the Council who have detailed their priorities and ambitions in relation to the Hampshire County Council Strategic Plan, Hampshire 2050 Commission and the wider fiscal environment. A strategy steering group was established to reflect the wide range of key strategic partners that the directorate works with and for in the context of service user and carer representation. The steering group included representatives from the Directorate Management Team, the Hampshire and Isle of Wight Integrated Care Board, Community and Voluntary Sector, Carers, People with Lived Experience, local advocacy organisations, Hampshire Care Association and commissioned providers have been involved in shaping the strategy.

There was also engagement with the Hampshire Autism Partnership Board, Hampshire Learning Disability Partnership, Personalisation Expert Panel and Mental Health Partnership. The refreshed strategy details five elements which all contribute to the operating environment the directorate and wider council are working within. These elements are based on the directorate's ongoing proactive approach to managing and utilising data, intelligence and knowledge management within its operational business as usual, project/programme/portfolio management alongside the use of the Hampshire Joint Strategic Needs Assessment and demand data. The five year plan outlines the preventative universal approach that encourages residents to live long, healthy and happier lives. Alongside this preventative approach is working with individuals to offer assessments and where needed the right services to enable living as independently as possible through enabling individuals to make informed choices and by strengths-based working. There is also close collaboration with the Hampshire Public Health Team particularly in regard to improving the health and wellbeing of Hampshire's residents through the Live Longer Better Programme, Falls Prevention and Mental Wellbeing Strategy.

Additional Information

The refreshed strategy has been developed as the previous five-year strategy was published in 2018. As referenced in the refreshed strategy the Directorate's own performance will be measured alongside those that the directorate buy care from through internal mechanisms and external stakeholders including the Care Quality Commission. There is also the ongoing directorate commitment to collaboration with its strategic partners to enable strength based and person - centred health and social outcomes for Hampshire's residents alongside the engagement and co-production of new approaches with service users, carers, residents and commissioned providers.

Age:

Public Impact: Positive

Staff Impact: Positive

Decision Rationale

There will be a positive impact with respect to age as the strategy focuses on adults over the age of 18 and those young people over the age of 14 transitioning into adult services. A key driver within the strategy is that of the directorate and council as a whole working as an 'enabler' specifically supporting communities to work together to look after those that live there, offering information and advice to meet all communication needs as and when needed, supporting residents to make healthy choices, facilitating a variety of accommodation models to meet needs across the life course and ensuring that the workforce is trained and delivering a strengths based approach maximising independence with reference to Least Restrictive Practice and Positive Behaviour Support where appropriate. The county has an ageing population predicated to increase by 100,000 in the next 10 years with associated complex health and social care needs and an increase in young people transitioning into Adults Health and Care (directorate Market Position Statements 2022).

The strategy outlines different models of independent living at home and accommodation options that have been pursued by the directorate over to ensure equity of independent living (including own tenancy) across Hampshire for adults with learning disabilities and or autism, mental health needs, physical disabilities and older adults. There is the commitment to continue to invest in accommodation models such as extra care that supports greater independence for younger and older adults outside of residential care settings. The directorate with key stakeholders have to date facilitated and invested in 900 units of older adult extra care and 200 units of younger adult supported living units across Hampshire. Younger adult units have been developed in New Milton, Fareham, Havant, Chineham, Aldershot, Eastleigh, Bordon and Basingstoke.

There is the assurance that the directorate will work in conjunction with health partners and commissioned providers to continue to implement an integrated intermediate care function to support individuals to remain in their own homes. Equally the Help to Live at Home Framework which was introduced in 2018 is supporting 3100 older adults per week totalling 40,000 hours of support. The ethos continues to be maximising independence to ensure older adults remain in their home with the additional support of their family, friends and social network reducing social isolation and loneliness.

The majority of work programmes rely on and necessitate the need for joint working and collaboration. The directorate works with the Public Health Team, primary and secondary NHS care and the Integrated Care Boards to embed evidence based approaches which supports living and ageing well including Live Longer Better, We Can Be Active Strategy, Falls Prevention Classes, workforce training with regards to Least Restrictive Practice, Live Longer Better and strengths based working.

Disability

Public Impact: Positive

Staff Impact: Positive

There will be a positive impact in respect to disability as the strategy outlines key ways of working both for the workforce and commissioned providers with regards to the default always being taking a strengths based and person centred approach. This is fundamental to ensure that individuals personal strengths and their social and community networks are always considered to promote wellbeing. Adults' Health and Care have a Least Restrictive Practice Team. The LRP Team along with strategic partners supported the co-production of an LRP Concordat which has become a focus of best practice for internal services within HCC and also the commissioned provider market. The Least Restrictive Practice Concordat is incorporated into HCC younger adult supported living procurements. The scope of the Concordat includes 'the active commitment of signatories to work together to improve the system of care and support for people with a learning disability and or autism who can display behaviours that challenge'. Partnership and Care Training will support the internal workforce and wider systems workforce including training in LRP and Positive Behaviour Support.

The strategy also aligns with all the directorate Market Position Statements signalling to the provider market the directorate's intentions and requirements regarding the long term commitment to supported living/tenancies and Help to Live at Home as the default as opposed to residential care models both for younger and older adults. This includes supporting young adults transitioning out of residential colleges or family homes into their own supported accommodation (flat with tenancy and commissioned support) or individuals with physical disabilities being able to access bespoke accommodation. Within procurement activity for adults with learning disabilities day opportunities will be focused on support to access mainstream community activities and preparation for work or volunteering. There is also outlined the ambition to grow the number of Shared Lives placements to be able to offer this option to more individuals both younger and older adults for individuals to live in a family homes. The strategy notes the opening of new older adult extra care facilities in 2023 including in Gosport and the imminent opening of a scheme in New Milton. Over the life of the new strategy it is envisaged that at least five new pipeline schemes will be agree and commenced supporting demand for this model across Hampshire.

It is noted that the Hampshire Autism Strategy is being published imminently with the aims outlined and reflecting the co-production of the strategy with people with autism and their families. There is also ongoing joint working between the directorate and NHS partners to consider integrated pathways for mental health aimed at ensuring earlier intervention, prevent crisis, and reduce inpatient hospital admissions alongside more positive behavioural support and reduced institutionalisation.

Gender Reassignment
Public Impact: Positive
Staff Impact: Positive

Decision Rationale

There may be a positive impact in respect to gender reassignment as the strategy fosters a culture of a strengths based approaches and person centred care. In particular the vision outlines to the workforce the importance of treating people with compassion, supporting each other and our own wellbeing, working together to make Public Health everyone's business and partnership working to deliver effective health and social care outcomes. This is mirrored through the expectations within procurement activity to ensure that the provider market is aligned to the Councils core values regarding inclusion, equality and diversity.

The strategy aligns with the newly published Hampshire Public Health strategy 2023 where the aim of the strategy is to improve the physical and mental health and wellbeing of the population of Hampshire and to reduce unfair differences in health and wellbeing between population groups. That strategy and the wider programme of Public Health campaigns consistently ensure that the voices and experiences of our diverse communities are heard and will continue to built on through the Council's successful Community Researchers programme. There is the ongoing commitment within the strategy to engage with service users, carers and partners to co-produce new approaches.

Pregnancy & Maternity
Public Impact: Positive
Staff Impact: Positive

Decision Rationale

There may be a positive benefit in respect to pregnancy and maternity as the strategy fosters a culture of a strengths based approaches and person centred care. In particular the vision outlines to the workforce the importance of treating people with compassion, supporting each other and our own wellbeing, working together to make Public Health everyone's business and partnership working to deliver effective health and social care outcomes. This is mirrored through the expectations within procurement activity to ensure that the provider market is aligned to the Councils core values regarding inclusion, equality and diversity.

The strategy does outline areas of prevention work which includes access to information and advice through Connect to Support Hampshire which can be accessed by all Hampshire residents with access to the internet. The strategy aligns with the newly published Hampshire Public Health strategy 2023 where the aim of the strategy is to improve the physical and mental health and wellbeing of the population of Hampshire and to reduce unfair differences in health and wellbeing between population groups. In particular the Public Health strategy focuses on the first 1001 days (pregnancy and up the age of two years old) and parental mental wellbeing for example.

Hampshire and Isle of Wight Voluntary Community Social Enterprise Health and Care Alliance (HIVCA) is an NHS requirement of all ICSs and this collaborative approach between VCSE, the NHS and the Council will support consistent preventative messaging and support regarding health and wellbeing for Hampshire's residents.

Race

Public Impact: Positive

Staff Impact: Positive

Decision Rationale

There may be a positive benefit in respect to race as the strategy fosters a culture of a strengths based approaches and person centred care. In particular the vision outlines to the workforce the importance of treating people with compassion, supporting each other and our own wellbeing, working together to make Public Health everyone's business and partnership working to deliver effective health and social care outcomes. This is mirrored through the expectations within procurement activity to ensure that the provider market is aligned to the Councils core values regarding inclusion, equality and diversity.

The strategy aligns with the newly published Hampshire Public Health strategy 2023 where the aim of the strategy is to improve the physical and mental health and wellbeing of the population of Hampshire and to reduce unfair differences in health and wellbeing between population groups. There may be positive benefit in respect to race as the strategy promotes inclusion and diversity. The strategy aims to address the difference in health outcomes by working with all members of the community. Hampshire and Isle of Wight Voluntary Community Social Enterprise Health and Care Alliance (HIVCA) is an NHS requirement of all Integrated Care Systems' and this collaborative approach between VCSE, the NHS and the Council will support consistent preventative messaging and support regarding health and wellbeing and will enhance the impact of VCSE in delivering health and wellbeing for Hampshire's residents.

Religion or Belief

Public Impact: Positive

Staff Impact: Positive

Decision Rationale

There may be a positive benefit in respect to religion or belief as the strategy fosters a culture of a strengths based approaches and person centred care. In particular the vision outlines to the workforce the importance of treating people with compassion, supporting each other and our own wellbeing, working together to make Public Health everyone's business and partnership working to deliver effective health and social care outcomes. This is mirrored through the expectations within procurement activity to ensure that the provider market is aligned to the Councils core values regarding inclusion, equality and diversity.

The strategy does outline areas of prevention work which includes access to information and advice through Connect to Support Hampshire of which can be accessed by all Hampshire residents with access to the internet. The strategy aligns with the newly published Hampshire Public Health strategy 2023 where the aim of the strategy is to improve the physical and mental health and wellbeing of the population of Hampshire and to reduce unfair differences in health and wellbeing between population groups.

Sex

Public Impact: Positive

Staff Impact: Positive

Decision Rationale

There may be a positive impact with respect to sex as the strategy fosters a culture of a strengths based approaches and person centred care. In particular the vision outlines to the workforce the importance of treating people with compassion, supporting each other and our own wellbeing, working together to make Public Health everyone's business and partnership working to deliver effective health and social care outcomes. This is mirrored through the expectations within procurement activity to ensure that the provider market is aligned to the Councils core values regarding inclusion, equality and diversity.

The strategy does outline areas of prevention work which includes access to information and advice through Connect to Support Hampshire of which can be accessed by all Hampshire residents with access to the internet. The strategy aligns with the newly published Hampshire Public Health strategy 2023 where the aim of the strategy is to improve the physical and mental health and wellbeing of the population of Hampshire and to reduce unfair differences in health and wellbeing between population groups. There may be positive benefit in respect to sex as the public health strategy promotes inclusion and diversity. The strategy aims to address the difference in health outcomes by working with all members of the community and promotes improvement on specific services such as access to services including men only provision for weight management and physical activity and women's health hubs. Hampshire and Isle of Wight Voluntary Community Social Enterprise Health and Care Alliance (HIVCA) is an NHS requirement of all Integrated Care Systems' and this collaborative approach between VCSE, the NHS and the Council will support consistent preventative messaging and support regarding health and wellbeing and will enhance the impact of VCSE in delivering health and wellbeing for Hampshire's residents.

Sexual Orientation

Public Impact: Positive

Staff Impact: Positive

Decision Rationale

There may be a positive impact in respect to sexual orientation as the strategy fosters a culture of a strengths based approaches and person centred care. In

particular the vision outlines to the workforce the importance of treating people with compassion, supporting each other and our own wellbeing, working together to make Public Health everyone's business and partnership working to deliver effective health and social care outcomes. This is mirrored through the expectations within procurement activity to ensure that the provider market is aligned to the Councils core values regarding inclusion, equality and diversity.

The strategy does outline areas of prevention work which includes access to information and advice through Connect to Support Hampshire of which can be accessed by all Hampshire residents with access to the internet. The strategy aligns with the newly published Hampshire Public Health strategy 2023 where the aim of the strategy is to improve the physical and mental health and wellbeing of the population of Hampshire and to reduce unfair differences in health and wellbeing between population groups. There may be positive benefit in respect to sexual orientation as the public health strategy links to an ambition around sexual health including good sexual and reproduction health and commissioning of quality services for all Hampshire residents.

Hampshire and Isle of Wight Voluntary Community Social Enterprise Health and Care Alliance (HIVCA) is an NHS requirement of all Integrated Care Systems' and this collaborative approach between VCSE, the NHS and the Council will support consistent preventative messaging and support regarding health and wellbeing and will enhance the impact of VCSE in delivering health and wellbeing for Hampshire's residents.

Marriage & Civil Partnership

Public Impact: Neutral
Staff Impact: Neutral

Decision Rationale

There may be a neutral impact in respect to marriage and civil partnership as the strategy fosters aligns to the County Councils core values of inclusion, equality and diversity.

Poverty

Public Impact: Positive
Staff Impact: Positive

Decision Rationale

There may be a positive impact in respect to poverty as the strategy and council are committed to programmes such as 'Hitting the Cold Spots' initiative which helps to ensure that people's homes have efficient boilers and insulation to reduce fuel poverty and the commissioning of a 'Meals on Wheels' service that delivers in the region of 6,000 meals a week (300,000+ meals a year) to some 1,500 vulnerable older people across Hampshire, again aimed at ensuring that health

doesn't suffer and need for services doesn't increase due to poor nutrition or even hunger.

The strategy does outline areas of prevention work which includes access to information and advice through Connect to Support Hampshire of which can be accessed by all Hampshire residents with access to the internet. The strategy aligns with the newly published Hampshire Public Health strategy 2023 where the aim of the strategy is to improve the physical and mental health and wellbeing of the population of Hampshire and to reduce unfair differences in health and wellbeing between population groups.

Rurality

Public Impact: Positive

Staff Impact: Positive

Decision Rationale

There may be a positive impact in respect to rurality as the strategy includes all of Hampshire's geography and residents over the age of 18 or 14 if transitioning into Adult Services for example. The strategy does outline areas of prevention work which includes access to information and advice through Connect to Support Hampshire of which can be accessed by all Hampshire residents with access to the internet and includes place based information for all of Hampshire's districts and boroughs and also parish level information.

The strategy highlights the reach and ambition of the reablement team in working across all of Hampshire, as does the commissioned meals on wheels service. Procurement frameworks and accommodation models have been designed to cover all areas of Hampshire and focus on diversity of the provider market in meeting demands levels including in rural areas of Hampshire. Older adult extra care schemes have been developed and opened in most of Hampshire's districts and boroughs including the New Forest, Rushmoor, Basingstoke and Deane, Eastleigh, Test Valley, Hart, Winchester and Gosport. Similarly younger adult extra care schemes and supported accommodation has been developed in all of Hampshire's districts and boroughs including more rural settings in East Hampshire and the New Forest.

The strategy also highlights the access to the directorates Contact and Assessment Resolution Team helping residents identify the best solutions to their needs which could include information, advice, wellbeing check or assessment which can be done via telephone without the need to travel to an office and or staff travelling to a home address, Technology Enabled Care via Argenti is also supporting 15,000 residents across Hampshire to maximise independence regardless of geography. The strategy also notes the focus on improving business processes for the workforce including ensuring flexible and hybrid models of working which supports staff to optimise their work and reduce travel times particularly for staff living in more rural areas of the county.

The strategy aligns with the newly published Hampshire Public Health strategy 2023 where the aim of the strategy is to improve the physical and mental health and wellbeing of the population of Hampshire and to reduce unfair differences in health and wellbeing between population groups. There may be positive benefit in respect to rurality as the public health strategy links to an ambition around promoting natural assets, transport strategy, policy and practice and reducing social isolation.

Hampshire and Isle of Wight VCSE Health and Care Alliance (HIVCA) is an NHS requirement of all Integrated Care Systems' and this collaborative approach between VCSE, the NHS and the Council will support consistent preventative messaging and support regarding health and wellbeing and will enhance the impact of VCSE in delivering health and wellbeing for Hampshire's residents.

Prevention:

- ✓ Tangible progress will have been made with the Public Health Strategy, with Falls Prevention outcomes positively reducing demands on Acute hospitals and on Adult Social Care
- ✓ Information and advice, via Connect to Support Hampshire, will be accessible and user friendly, to help people to make informed choices about their care and support needs and the wider community opportunities available to them.
- ✓ Our Contact Centre will directly resolve a higher percentage of a reducing number of client enquiries, having been successful with its web integration that will enable better upfront options for residents.
- ✓ Private Pay technology solutions will be routinely requested and provided, benefitting at least 2,500 users per year.
- ✓ The refreshed Carers Strategy will have been successfully introduced and strong progress will have been made against its stated key aims.
- ✓ The HIVCA arrangement will have developed, and tangible progress will have been made in terms of social connection and inclusion.
- ✓ Additional funding opportunities to support the activity of the voluntary and community sector will be secured.
- ✓ Meals on Wheels service user numbers and overall meals provided will have increased from today's levels.

Independent Living at home:

- ✓ more service users will be using direct payments as a means of taking greater control and organising their own social care.
- ✓ the urgent community response function will have grown and as a result a higher number of avoided hospital admissions will be achieved.
- ✓ the Reablement service will be benefitting a higher proportion of residents requiring social care support, thus helping to contain and/or reduce the overall quantum of support that is required.
- ✓ the Help to Live framework will be benefitting more residents and delivering more than 40,000 hours a week of support, contributing to a reduction in the need for long-term residential and nursing placements.
- ✓ Embedded Strength Based Practice to prevent and delay the need for services.
- ✓ Continue to work closely with the voluntary sector and public health to support people more likely to be subject to health inequalities due to their age or disability.

Accommodation:

- ✓ the County Council will have improved its existing older adults and younger adults service portfolio's ensuring that its services are delivered from fit for the future accommodation.
- ✓ hospital discharge performance will be strong, especially for frail, elderly people who will continue to benefit from short-term recovery and reablement type services that offer the best opportunity for them to return home.
- ✓ HCC Care will be better able to meet the needs of more people requiring complex dementia support, or nursing support linked to having multiple conditions.
- ✓ the relationship with Hampshire Care Association and the independent sector will be strong, with care home services across Hampshire offering good quality care as assessed by the Care Quality Commission.
- ✓ additional Extra Care housing schemes for older adults will have been agreed and will have commenced with the County Council investing its remaining £20m in new pipeline schemes across Hampshire.
- ✓ extra investment will have been made for younger adults who are able to benefit from new Supported Living accommodation.
- ✓ the Directorate will have attracted more Shared Lives carers and at least 50 additional Shared Lives places will be actively in place.

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Adults' Health and Care Vision

Adults' Health and Care encourages and enables you, your family and community to stay well and live independently. Where you need support, we will help you to identify the best solutions. If you have needs but are not able to arrange your own care, the support we agree with you will help you to live the best life you can with the help you have around you. By doing this, our limited resources can be used to help the growing number of people who need our direct support and reduce inequalities.

Working together we will:

encourage and enable you to stay well

- Page 911
- We encourage you to do as much as you can with support from your family, friends and community networks
 - We work with other organisations to ensure you can access advice and find out about local support and other services to help you look after yourself in your community
 - Making local places, healthy and safe places

support you to help yourself

- When you need more help, we provide information and advice about where you can find help
- Where you have specific care needs we will help you to find support that increases your ability to manage these

carefully work with you when you need help

- When you are vulnerable and in need of direct support, we will ensure you have access to social care services that meet your needs and are affordable for the County Council
- If you are referred to Adults' Health and Care, we will ensure you are assessed, and should you need support, that you receive services to enable you to live as independently as you can

How we work

- We provide you with good quality information and advice to enable you to make informed choices about your care and support
- We work together with service users, carers, service providers, the NHS, voluntary groups, and local communities to develop effective social care services
- We communicate clearly and consistently
- We ask for feedback, experiences and stories to help us to improve what we do

What the **Vision** means for our staff

Our Vision builds on, and develops the transformational work already started. Every member of staff whether in a frontline or support role, is personally and professionally accountable for delivering the Vision for Adult Social Care in Hampshire. Managers in particular, are accountable for ensuring they and their staff deliver the Vision in the ways set out below.

How we work to deliver the Vision

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Person centred

- We will treat people with compassion aiming for the best outcomes within the available means
- We use the strengths based approach in all our dealings with the public to support them to safely look after themselves
- We will be clear and consistent in our communications with the public

Resilience

- We will support you to be creative and innovative and to work differently
- We will ensure staff have the required tools and skills to do the job
- We will support each other, helping to maintain our own wellbeing and that of the teams within which we work

Accountability

- We will follow departmental policies and procedures in all that we do
- We will offer constructive challenge to help improve the way we do things
- We will use positive risk taking to support people to take control of their lives

Working together

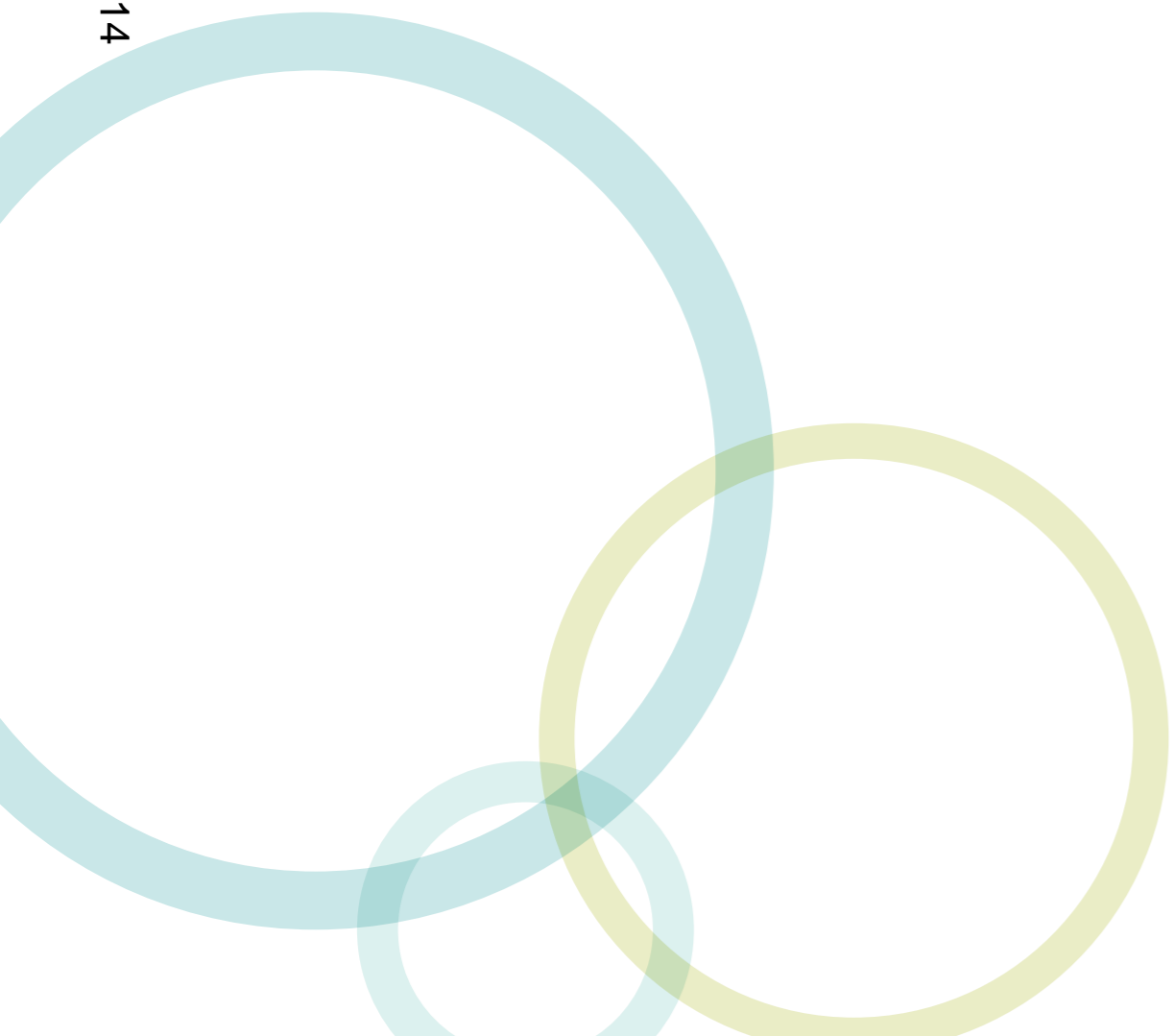
- We work in partnership with service users, carers, service providers, the NHS, voluntary groups and the wider population to deliver effective health and social care outcomes
- We strive to make Public Health everybody's business

Our approach will be underpinned by strict adherence to professional standards, safeguarding requirements and statutory responsibilities



Adults' Health and Care **Strategy**

Our vision for health and
care – a five year journey



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An introduction from Graham Allen, Director of Adults' Health and Care

I am pleased to introduce the refreshed Adults' Health and Care five-year Strategy. The Strategy provides the platform for me to reaffirm the directorate's vision and to highlight the ambitions that we want to deliver on over the coming five years.

This strategy will continue to be affected by events over the coming period; who could have predicted when we signed off the previous Strategy in the Spring of 2018 that within two years we would have been responding to a global pandemic and all that resulted from that, with the challenges for the Country and for public services having increased significantly during the period of the existing five-year Strategy. Therefore, we will continue to be strategically and operationally agile and flexible.

It is well documented that as a society, we are living longer and, as a result, an increasing number of people, including those with complex needs, require the support of the health and social care system. This situation is only going to develop further and faster with the number of people aged 65 and above in Hampshire set to increase over the coming period by more than 80,000 and with complex needs such as Dementia Care set to rise disproportionately during this period across our communities.

The complex care challenges also encompass increasing numbers of young people with learning and physical disabilities who are moving from Children's Social Care to Adult Social Care and often need high levels of support. Furthermore, people of all ages who

have mental health support needs and the very significant and on-going impacts and consequences of the COVID-19 Pandemic. It is only now becoming clearer to see how the already immense challenges for everyone connected to Health and Social Care, have gone to another level.

This is all happening at a time of continued reductions in public funding, a cost of living crisis, a significant workforce challenge and other uncertainty that largely speaking, only Government can put an end to. This includes plans for the NHS, Health and Social Care integration, and in terms of a putting Social Care on a sustainable financial footing. Challenges long in the making that are proving incredibly difficult to resolve.

As a response to the challenges we face, and, amid the uncertainty that surrounds us, we will, where possible, continue to modernise and look for new and different ways of using our (reducing) resources in the most appropriate way to support the most vulnerable. In doing so, we will ensure that we continue to provide safe services and meet our statutory responsibilities.

In essence, it is vital that through this strategy and because of the challenges our county currently faces we aim to fully support the ambitions to make Hampshire a great place to live in, to work in and to play in – making the very best of our fantastic natural environment, our great and committed workforce and our quality of life opportunities.

This means continuing to:

- Support (more) people to make healthy choices about the lives they lead.
- Invest in ways for people to find information and advice, as well as care and support.
- Work hard to secure people's independence wherever possible, recognising the importance of recovery, improvement and maintenance.
- Explore and facilitate accommodation models that support people to live as independently as possible within their local communities.
- Ensure we are making the very best use of new technology, in every aspect of our work, from delivering services, to working more efficiently, to making it easier for people to deal with us.
- Recognise that happiness and reduced social isolation play a key role in maintaining people's independence and supporting their mental health and wellbeing.
- Work (even more) collaboratively and effectively with partners including the NHS, independent providers, the Voluntary and Community sector, other stakeholders and importantly with the people that need our advice, help and support, in all that we do.
- Establish Hampshire County Council as an 'enabler' - an organisation that supports communities to work together to look after those who live there.
- Strive to create the right employment conditions to enable both ourselves and those we work with to attract and retain the very best employee workforce.

“
**Our vision, put simply,
is to help people to live
long, healthy and happy
lives, with the maximum
possible independence.**”

The measure of our success will be if we are able to deliver more person-centred care and support, keep people safe and help people to have reasonable choices and control. Making sure that there are enough care and support services available. We will need to work ever better in partnership and do all of this within the (reducing) financial resources that are available to us.

Our progress against our goals will rightly be subject to more independent scrutiny as we work more closely with the Care Quality Commission (CQC) as they finalise and then formally introduce their Self-Assessment approach. Additionally, we can expect our future performance to be measured in other ways including greater exposure to different metrics contained in the now bi-annual Better Care Fund (BCF) arrangements.

There will be a particular emphasis on local Hospital Discharge Performance and how well Health and Social Care are integrating their efforts, services and use of the recently introduced National Discharge Fund, in what continues to be a relentlessly challenging landscape.

This refreshed strategy builds on work we have successfully implemented since the launch of our initial directorate Strategy back in 2018. We have continued to deliver on our Care Act responsibilities including to promote the wellbeing of adults living in Hampshire, protecting (safeguarding) adults at risk of abuse or neglect, and to prevent the need for care and support wherever possible.

Collectively, we need to ensure the right building blocks for wellness and strong health are in place, narrow gaps and create a healthier Hampshire. The links between health and wealth are well documented and increasing economic productivity and growth will lead to improvements for everyone.

In delivering on our Strategy ambitions, we will also work closely with other County Council directorates and our Public Health colleagues, recognising that Healthy People, Healthy Lives and Healthy Places are vital to delivering this aspect of Hampshire's vision for 2050.

Specifically, we will work with our Public Health professionals on issues such as Falls Prevention, Mental Wellbeing and on the 'Live Longer Better' initiative, all aimed at helping to increase the number of years we all spend in good health. This is not only a key aim of the recently published Public Health Strategy but is critically important for the future of Adult Social Care so that our scarce resources really can be invested on the people who most badly need our help and support.

More information on the Public Health Strategy can be found in a separate document.

Public Health Strategy 2023 to 2026

The following pages thus primarily focus on how we intend to deliver our Adult Social Care obligations and responsibilities, continuing to work in a strengths-based way, focusing on what people can do rather than what they cannot.

I commend this strategy to you and welcome your support in our work to help achieve its objectives.



Graham Allen
Director of Adults' Health and Care

Portfolio holders foreword

Councillor Liz Fairhurst, Executive Member for Adult Social Care and Public Health

As the elected Portfolio Holder for Adult Social Care and Public Health in Hampshire, **I am committed to ensuring that Hampshire residents live long, healthy, and happy lives with the maximum possible independence.** Our plans for how we achieve this are set out in this Strategy refresh and are very much complemented by the recent publication of our Public Health Strategy that at its heart is focused on healthy people and healthy lives and increasing the number of years we all spend in good health.

Adult Social Care has always sought to support and improve the lives of vulnerable younger adults and older people in Hampshire. In these extraordinary times post the pandemic, of financial constraint, of an ever-aging population, of higher acuity and growing demand for support, we must continue towards a system of working across Health and Social Care that emphasises wellness, and the maintenance of independence.

Hampshire County Council has long demonstrated approaches to innovation and responsiveness in our support for residents. Despite the financial constraints that we continue to experience we see significant investment into our services, continuing to make them fit for purpose for the coming period, such is our confidence and commitment.

We will continue to **focus on what people are able to do for themselves** and support individuals, families, and communities to take the initiative wherever possible. We also recognise that **some people will**

continue to need direct help and support from the County Council.

We will continue to collaborate with our partners, providers, and key stakeholders, **promoting independence** in all that we do.

As we transform the way we work, continue to maximise the role that technology can play and invest further in modernising our services, we will work even more closely with our colleagues from Public Health and use their knowledge, skills, and networks so that together we can improve people's health and wellness. In turn, this will mean that our scarce resources can be targeted to those most in need of our help.

Whilst not underestimating the context in which we operate and challenges we face, I look forward to our strategy turning into reality for the benefit of all. I hope you find the following pages informative.



Councillor Liz Fairhurst
Executive Member for Adult Social Care and Public Health

Councillor Jan Warwick, Executive Member for Younger Adults and Health and Wellbeing

As the Portfolio holder for Younger Adults and Health and Wellbeing, I am committed to supporting the ambitions across both Adult Social Care and Public Health that are reflected in the very complementary strategies that have recently been developed.

Both promote healthy living and independence as core themes and both are absolutely committed to ensuring equal access for all, to the information, advice, help and support that the two service areas can offer to Hampshire residents.

Good health and good wellbeing have never been more important. We live in difficult times with numbers of our people under a lot of pressure and where public services are challenged from the perspectives of reducing resources (workforce and finances) and in terms of demands on services. However, Hampshire County Council remains confident and optimistic in the face of these challenges.

The County Council is committed to achieving the best for all its citizens, ensuring that the most vulnerable have all the opportunities and support they need to maintain their current abilities and live as independently as they can.

At the same time we will encourage others to lead healthier lifestyles, or simply to stay well for longer, and in so doing, we will work hard to increase the number of years we all spend in good health.

I look forward to the next five years confident that Adult Social Care and Public Health will continue to adapt and change the way support is provided and services are delivered to ensure our most vulnerable citizens get the support they need and that year on year, we see an improvement in the overall health and wellbeing for all.



Councillor Jan Warwick
Executive Member for Younger Adults and Health and Wellbeing

Context for the vision and the refreshed five year plan

Our obligations and responsibilities

Adult Social Care is there to support people who need help with daily living so they can live as independently as possible in the place of their choice (usually at home), within the resources available. The care and support that Adult Social Care arranges or provides, is based on a needs assessment of adults who are supported using public money or pay for their own services.

Keeping people safe is a critically important part of our obligations and we take this very seriously, as evidenced in our recently updated Care Governance Strategy.

The main responsibilities of Adult Social Care are set out in three main pieces of legislation: the Care Act 2014, the Mental Health Act 1983, and the Mental Capacity Act 2005. As the overarching piece of legislation, the principal responsibilities we have are listed in the Care Act 2014. These include:

- Promoting wellbeing
- Protecting (safeguarding) adults at risk of abuse or neglect
- Preventing the need for care and support
- Promoting integration of care and support with health services
- Providing information and advice
- Promoting diversity and quality in providing services

Our operating environment

The environment in which we are operating has never been more dynamic or challenging especially in relation to service demand, workforce levels, partner and provider challenges and our ability to contain costs to a budget that is reducing in real terms.

That said, opportunities to modernise services, to innovate, to benefit from the latest advances in technology and to work closer and more effectively with partners and providers **to achieve improved and/or a greater number of outcomes with less resources** remain and continue to provide optimism for the future.

Despite an unprecedented period of austerity, a relentless strategic programme of transformational and innovative change has improved efficiency and ensured services have been modernised and improved.

This is a critical aspect of our approach given the growth in our population over the coming period which will see more than 80,000 more people transition into later life in Hampshire, a proportion of whom will require our support. This alongside continuing to support and create opportunities for independent living for young adults with significant disability require us to remain agile and forward looking in our approaches.

Just some of our achievements over the past few years include:

- Every young adult with a learning disability and/or autism who can benefit, is now living with greater independence in the community rather than in a long-term care setting.
- Over 27,000 people, young and old, have had the benefit of care technology, with 13,000 current service users, which they tell us has increased their independence, safety, and security.
- Our multi-million pound investments in Extra Care housing is enabling 900 people to live where they have the balance of privacy and the support they want with projects at Romsey and Gosport recently delivered and the latest initiative at New Milton a matter of months from being ready to occupy.
- Securing good or outstanding Care Quality Commission (CQC) ratings for our Reablement service and for all but one of our directly run 21 in-house homes that provide residential, nursing and respite services to older people and younger adults with complex support needs.
- Jointly developing discharge to assess short stay services with the NHS at three HCC Care facilities which is helping to enable as many as clients as possible to return home as independent and as resilient as possible.
- Working with all partners to provide support to vulnerable and clinically vulnerable residents through the pandemic, developing new ways of working and relationships that have continued.
- Supporting and leading work to assist Afghan evacuee families to resettle into the UK through exemplary partnership working.

Whilst the challenges we face now are significant and are only likely to grow, the directorate does possess the expertise and the resolve to continue to re-shape and improve the social care offer wherever it is possible to do so. We are further supported by excellent co-production networks and the insights and support of 'experts by experience' are fundamental in guiding and shaping our approaches.

The strategy that we have developed demonstrates this. It outlines any number of service areas where we have strong ambitions to drive improvement and deliver better, stronger outcomes.

Success will rely upon us understanding and proactively responding to the different elements of our operating environment as summarised below.

One

We have less money available to pay for Social Care

There have been some recent high profile one-off increases in Government funding. These include the ability to increase Council Tax, the Social Care Support Grant and additional funding provided as part of the Improved Better Care Fund, designed to support the social care market, and to help more people to be discharged quickly, but safely from hospital.

Whilst welcome, **this additional investment is more than offset by year-on-year reductions to the County Council's social care budget,**

meaning we must continue to make difficult choices about what we fund, ensuring our services are increasingly focused on those with the greatest needs and the least ability to pay.

The financial challenge we face also places a heavier emphasis on us being successful with our prevention and demand management initiatives and ultimately with our stated vision to focus on and achieve maximum independence for people wherever we can. These are outlined later in this document.

Two

The number of people in need of help and support is increasing

Our older person's population continues to grow. In the next five years the number of people aged 85-89 is set to rise by 14% (4,076) with an even higher 26% (4,604) increase in those aged 90 and above. Whilst this is a cause for celebration in many ways, **inevitably longer lives mean more people succumb to illness and lose the ability to care for themselves.** In addition, there is an increasing number of children and younger adults with highly complex needs surviving into older age and often living into old age. It is a fact, that the County Council spends more of its directorate resources supporting younger

adults with a range of care needs including Physical Disabilities, Learning Disabilities, Autism and Mental Health, as it does on those aged over 65. The changes the County Council is experiencing in social care are mirrored in increasing demand for local health services. The Joint Strategic Needs Analysis, which looks at the health needs of Hampshire's population, confirms that the County has an increasingly ageing population with a life expectancy already above the national average and set to improve further if the ambitions of the recently published Public Health strategy begin to be realised over the coming years.

Three

The provider landscape is challenging and unstable

Around 80% of our budget for Adult Social Care is spent on commissioned services providing direct care. We have a significant and very **diverse provider care market with whom we are working increasingly closely** in response to the operational, financial and demand challenges that we both face. In this vein, **we have co-produced Market Position Statements** covering independent living at Home, Older Adults Residential and Nursing, Learning Disabilities and Autism, Mental Health services and Physical Disabilities. In addition to these, we have also produced two brochures covering Older Adults Extra Care and Younger Adults Extra Care and Supported Accommodation.

We have a duty of care under the Care Act 2014 to shape the local care market. We are **supporting providers to better understand supply and to meet demand** especially as more people have control over their own care and support by being self-funders, or through personal budgets.

We have also made a number of public commitments to our providers in our Market Position Statements, and we will continue to work diligently through each of these throughout and beyond the life of the five year strategy.

We are in no doubt that providers across all care groups are facing a myriad of business challenges and we want to work with them and support them wherever we can including paying them promptly, engaging with them regularly, using and trialling new care technology and working together on workforce issues such as recruitment and retention and learning and development.

The marketplace is especially volatile at present, best exemplified by the constantly changing residential and nursing care market with numerous closures and new additions a regular feature of market life.



Our (public sector) partners are facing similar challenges to us

In Hampshire, **we work with different NHS health and care systems involving Acute hospitals within and beyond the County boundary.** Hampshire residents are served mainly by the Hampshire and Isle of Wight (HIOW) Integrated Care Board that covers around 88% of the total 1.4 million population. The remaining 12%, mainly those living in North-East Hampshire, are covered by the Frimley Integrated Care Board that caters for North-East Hampshire residents.

appropriate for the benefit of residents and to best ensure that our own increasingly scarce resources have the maximum possible impact but there is little doubt that we are in the midst of a turbulent period.

“**Turning to our wider planning for winter, we are clear that the challenges are not just in ambulance services or emergency departments, and recovery requires all types of providers to work together to provide joined-up care for patients.**”

NHS England July 2023

Separately, our **relationship with the Voluntary Community and Social Enterprise (VCSE) sector is strong** as we look more and more to the contribution that local communities and volunteers can make in terms of improving contact, networks and helping people to maintain good levels of independence. More on our work with the VCSE is included in the Prevention Chapter later in this document.

Pressures on the local NHS are intense and at an all-time high. This extends to both the unrelenting requirement for urgent care support and a much publicised and very significant elective waiting list and also to workforce recruitment and retention.

Furthermore, changes to the way in which the NHS operates, both strategically and operationally will mean continued transformation of services. It will be important that joint arrangements and determined efforts in the planning and delivery of services between the NHS and local government and all partners continue and are reinforced.

Without clear coordination across services and service outcomes there is a risk of instability and a lack of resilience.

We will continue to work collaboratively and remain a strong, reliable, and trusted partner and will work together where

Maintaining and/or increasing the workforce supply has never been harder

The number of people retiring and changing occupations away from Health and Social Care in the past few years, especially since the beginning of the pandemic has been far greater than predicted. We are increasingly competing and often coming second to other sectors including retail and hospitality. This is for any number of reasons, but includes pay and benefit levels and the challenge that goes with needing to support a higher number of more complex and dependent clients.

The estimated number of Adult Social Care jobs in Hampshire is currently around 38,000. The requirement, given predicted increases in people needing social care support is expected to rise by between 18% and 20% over the next five years. It would be fair to say that workforce challenges are unprecedented and present a significant risk to the sector. As part of our strategy to maintain, and where appropriate (or necessary) add to overall workforce numbers, **the County Council will work with the market to provide strategic leadership around workforce planning and workforce development** and to support providers as employers to meet their own workforce challenges, including recruitment and retention.

Our **Partnership and Care Training (PaCT)** activity and work programmes will facilitate partnership working with and between care providers, training providers, NHS partners and other key stakeholders to help develop a workforce to meet the future care and support needs of the people of Hampshire. There will also be a focus on delivering

training in **Positive Behavioural Support and Least Restrictive Practices** to providers who are meeting the needs of those with the most complex needs.

We are committed to developing our own workforce including the 1,600 employees who we directly employ across the range of our in-house services. We will also continue to **create the optimum conditions for our social worker and other front-line staff to perform including improving our business processes** and ensuring flexible/hybrid working are now the norm, so that they can focus fully on achieving service and client focused outcomes.

In conclusion, the trends of diminishing resources and increasing demand, alongside ongoing challenges for providers, partners and social care workforce recruitment and retention, have led us to reassess how we provide support to those most in need, whilst still ensuring we fulfil our responsibilities under the Care Act 2014. This document sets out our approach to managing demand, to maximising independence and to providing support to the most vulnerable. We have developed our approach through consistent and regular engagement with a wide range of knowledgeable and supportive stakeholders.

We will continue to engage as we develop and implement our approach, in consultation with those who use our services, carers, voluntary and community groups, partners and our providers to best ensure that together, we can have a successful next five years.

The vision and five year plan – what we want to achieve

Our vision for Hampshire residents remains unchanged. We want to help Hampshire residents to live long, healthy and happier lives with the maximum possible independence. We will do this by:

Encouraging you to stay well

- We will help and encourage you to do as much as you can with support from your family, friends, and community networks.
- We will work with other organisations to ensure you can access information and advice and find out about local support and other services to help you look after yourself in your community.
- We will work tirelessly with all partners to make local places, healthy and safe places.

Supporting you to help yourself

- When you need more help, we will provide information and advice about where you can find help.
- Where you have specific care needs, we will work with you to find the help and support that will increase your ability to manage these.

Carefully working with you when you need help

- When you are vulnerable and in need of direct support, we will ensure that you have access to social care services that meet your needs and are affordable for the County Council.
- If you are referred to Adults' Health and Care, we will ensure you are assessed, and should you need support, we will ensure that you receive the right services to enable you to live as independently as you can.

Our vision will be underpinned by key principles and values that enable people to maximise their independence. These include:

- Providing good quality, and easily accessible information and advice to enable people to **make informed choices about their own care and support.**
- Using **strengths-based working**, collaborating between our services and the individual, their family and community, drawing on their own skills, abilities and networks. In this way, helping to maintain or progress towards independence and recovery and staying socially connected.
- Supporting people to **make their own decisions safely.**

- Working in **positive collaboration** with our providers and partners to ensure that care of the **right type and quality** is available when it is needed.
- Spending public money wisely, achieving **best value** for every pound spent.
- Supporting a **knowledgeable and informed workforce**, helping our staff to develop their professional practice.
- **Monitoring our performance**, ensuring that our managers, staff and the organisations we buy care from can deliver the best outcomes possible for service users and carers.
- **Engaging** regularly with service users, carers and partners to co-produce new approaches.

Who is it for?

Our **vision** and **five year plan** set out how we will work with those who use our services and other stakeholders to help people to live long and healthy lives with the maximum possible independence.

While this plan is for adults of all ages, the **focus is on those at most risk of ill health and developing long term conditions.** Our services will also ensure that the needs of young people with disabilities from the age of 14 onwards are taken into full consideration as they move from childhood to adulthood.

The following pages set out in more detail some of the initiatives and approaches we will use to appropriately help and support adults in Hampshire. Our work will be underpinned by the relevant national and local policies and protocols, for example in relation to keeping adults safe and in terms of equality. Our approach to how we commission will ensure that our reducing resources can be used to help the growing number of people who need our direct.

How we will achieve our vision

In this section we summarise how our vision will be achieved – in short, by focusing our efforts, time, and resources into three key areas.



Prevention (incorporating demand management)

Preventing and/or reducing demand for formal social care services. This will include helping people to remain fit and well, or to maintain their current abilities for longer, by making informed choices.

Our Demand Management and Prevention work will build on people's strengths, enabling them to improve their health and take more personal responsibility for looking after themselves with support from their family, friends, and community network.

We will encourage this by making the healthy choice the easy choice, developing accessible and inclusive information and advice services, raising awareness of support for Hampshire residents to remain independent and well.

We will also carry out targeted prevention work for certain groups of people who are most at risk of poor health to keep them well and to avoid or delay the need for social care services. We will promote the use of technology where it can play a role in helping to maintain independence. We will work with Public Health colleagues and our partners, including the NHS, GPs, District Councils, the Voluntary sector, and service user groups to achieve the above aims.



Independent living at home

Supporting people with emerging care needs to live independently in their own homes for as long as they can.

Supporting people in this way will involve providing help and advice to people who need it, but this will be balanced with an expectation that those who have the financial and/or other resources to help themselves, will do so. Our aim is to promote wellbeing and independence, reducing the need for social care services.

We will enhance the opportunities for less able people to access support and will promote affordable care technology solutions to support people to remain able to live at home independently or with reduced levels of paid for care.

We will also work closely with the NHS to ensure as many people as possible can return home well and in a timely and safe manner following a hospital episode. We will use our reablement service wherever possible to support people to regain their independence as quickly as possible.



Accommodation

Maintaining the independence of people with the greatest needs.

We will take further action to target our direct support to those who are most vulnerable or who could most benefit from progression towards independence and recovery. We will support people by commissioning accommodation services that promote and maintain independence as far and for as long as possible, by developing more modernised settings and maintaining short term, recovery focused opportunities.

We will utilise and expand the reach of our reablement service and use therapists to reduce dependency and to support people back to their own home or to more independent accommodation, thus reducing paid for service levels.

We will further invest in more new, modern Extra Care and Supportive Living facilities and will play a more direct role via our HCC Care service in supporting adults with higher end dementia and the increasing number of frail older people who are in poor health, often living with multiple conditions.

Everything described above will be underpinned by a way of working that builds on an individual's strengths.

Strengths based working is a collaboration between our service professionals, the individual and where appropriate, their family, friends, and community. Drawing on a person's own skills, abilities, and networks. By using people's strengths, we maximise what they can achieve. The person remains happier and independent for longer or progresses towards independence and recovery whilst staying socially connected.

Prevention

(incorporating demand management)

The following paragraphs highlight just some of the areas that the directorate is investing in to meet one of the core aims of the Care Act 2014, namely preventing the need for care and support. Success in this area is critical if we are to sustainably support a growing demand for social care advice, help and support against the backdrop of reducing financial resources.

The County Council's recently approved **Public Health Strategy** is committed to improving the health of everyone living in Hampshire. In particular, it aims to increase the number of years we all spend in good health and to reduce the gap in healthy life years between the most and the least. The Strategy promotes the benefits of Healthy People, of Healthy Lives and of Healthy Places, recognising the important linkages and the individual and wider benefits that will accrue from achieving these goals.

The Strategy includes particular attention to wanting to increase the number of healthy adults by better preventing the causes of ill-health and long-term conditions, focusing on those entering mid-life, and in terms of older adults, leading on initiatives and enabling them to remain healthy and independent for longer. This includes extending the provision of high quality evidenced based falls prevention interventions. **Mental wellbeing work** is also a key feature particularly in terms of improving mental health and general wellbeing. Diagnosed Mental Health conditions are a significant contributor, accounting for 14% of disability in Hampshire.

Whilst it is acknowledged that the improvements being targeted will take time to deliver, Adult Social Care colleagues will continue to work relentlessly with Public Health professionals to enable early benefits to be secured and for momentum to build. Initiatives such as **'Live Longer Better'** and **'Energise Me'** are just two examples of work that will enable the Public Health Strategy aims to be delivered on and at the same time, help slow down and/or prevent the need at all, for Social Care and support.

Connect to Support Hampshire is now a well-established online resource that is making a significant and growing contribution to helping adults identify a wide range of support in their communities that they can access to help maintain independence without the need to approach the County Council or indeed GP's/the NHS.

“**The information on CTSH and the guides are very useful for patients, especially at the point where they need to access ongoing support.**”

Nurse at local hospital

In the past year the web-based forum received more than 20,000 'hits' per month (over 250,000 for the year) and this is helping to reduce demand by directing Hampshire residents to local support offerings being

delivered by a wide range of community organisations or by volunteers. Successful pilots with GPs, focused marketing campaigns and extensive promotion, including in the different Acute hospitals, is helping to make a real difference and accounts for a fourfold increase in 'hits' since the launch of the initial Strategy back in 2018.

Over the next 12-months, **Connect to Support Hampshire** will be re-procured as its existing contract expires. There will be a strong emphasis on increasing its public appeal and making it even more user friendly. Alongside this, further work will be completed with key partners, including the NHS, with a view to making the successor web-based tool, the place to go for those looking to access different forms of local help and support that can transform lives.

For those who wish to make contact directly with Adults' Health and Care, the most common way remains by telephone and on-line to our **Contact and Assessment Resolution Team** (CART) with some 120,000 enquiries received in the past 12-months.

Using a strengths-based approach, CART staff **help residents identify the best solutions to meet their needs** which can include the offer of information, advice, and signposting. Where Social Care services may be required, CART will undertake a wellbeing check or a Personal Assessment to help clarify needs and to identify possible solutions, many of which are deliverable by CART often working closely with different teams and external partners.

The service, which **prides itself on quality and productivity**, makes a telling contribution in terms of being solution orientated and in turn, securing low, or indeed no cost support solutions including recognising where care technology can help to maintain independence.

Recognising the need to go further in terms of reducing the demand on front line operational teams, improvement opportunities will continue to be pursued. These include more effective web integration that will **better serve customers and help to reduce service demand**, and CART will also look at how it can reduce repeat contacts and improve the quality of professional referrals.

Having touched on Technology as a means to help maintain independence, our **Technology Enabled Care** (TEC) partnership with Argenti continues to go from strength to strength with some 15,000 people supported on a day to day basis by different forms of care technology. A staggering 39,000 Hampshire residents have committed to support our service users as responders which is 'community capital' at its best and is a positive affirmation of our strengths-based approach.

“**The service was perfect as far as I was concerned... it was smooth, it was easy and it was painless.**”

Mr. S, Havant

In the majority of cases, TEC reduces or eliminates the need for more traditional forms of paid for care, thus reducing the already overwhelming care workforce challenges across the public and private sectors and at the same time delivering on our resolve to maximise people's independence. Furthermore, the **security and confidence** family and friends gain from the knowledge that their loved ones are benefiting from TEC is impossible to quantify.

Pleasingly in the past few years we have extended our TEC offer to residents who do not qualify for Social Care and positively we have accrued more than **1,300 private pay beneficiaries of TEC**. We will look to build on this number over the coming years by continuing to promote the virtues of TEC for anyone interested in being installed, in some shape or form, in their homes.

The contribution that **Carers** make to our society (and to preventing the need for paid for services) continues to grow and is significant. It is estimated that some 15-20% of our population are providing unpaid care to adult family members or others. People aged over 65 provide almost 25% of all unpaid care. With an ageing population, carer numbers will inevitably increase further.

Our **Carers Strategy**, which is also in the process of being refreshed by the Hampshire Carers Partnership, was co-produced with health and social care professionals, voluntary sector representatives and carers. It is designed to ensure that carers are identified and recognised, it supports carer health and wellbeing, and it strives to enable carers to have a life alongside caring. The key aim of the existing strategy is for the co-producers to work in partnership to establish and coordinate easily accessible support for carers across the county.

The refreshed strategy will look to build on the range of services we currently commission to support carers, including carer specific information and advice services, carers contingency planning, respite care and one-off carer direct payments. The refreshed strategy will sit alongside an updated Hampshire Carers Charter which importantly outlines what carers can expect from the different organisations that benefit from their invaluable personal and collective contributions.

Further developing our relationships and ways of working at the community level with **Voluntary Community and Social Enterprise Sector** (VCSE) partners and providers remains an essential part of our Prevention and Demand Management strategic approach.

Adults' Health and Care have a long-standing relationship with voluntary organisations in Hampshire and in ever changing times and tighter budgets, working flexibly, imaginatively, and collaboratively is essential to ensuring the health, wellbeing and independence of Hampshire residents.

The importance of working with key partners in this space has also never been greater as anchor institutions such as Adults' Health and Care, the NHS and District and Borough Council's will all be relying on the voluntary sector to support healthier outcomes for Hampshire residents. Identifying new funding opportunities to increase the resilience and capacity of the voluntary sector in the coming period will be a key ambition; from both local and national sources of funding.

The **Hampshire and IOW VCSE Health and Care Alliance** (HIVCA) is a prime example of a collaborative arrangement arising from an NHS England requirement for all integrated care systems, that is developing well and aims to enhance the impact that the VCSE has in delivering health and wellbeing, including prevention messaging and support, and creating opportunities for cohesion, social connection, and inclusion.

In addition to the six different key areas highlighted above, the directorate leads on, or is directly involved in a wide range of other preventative type initiatives that all link to our vision of wanting to maximise people's independence. Examples include our work with the VCSE in terms of the provision of **Day Services**, our commitment to the

'**Hitting the Cold Spots**' initiative which helps to ensure that people's homes have efficient boilers and insulation to reduce fuel poverty (reducing the need for social care as a result of poor heating) and our commissioning of a '**Meals on Wheels**' service that delivers in the region of 6,000 meals a week (300,000+ meals a year) to some 1,500 vulnerable older people across Hampshire, again aimed at ensuring that health doesn't suffer and need for services doesn't increase due to poor nutrition or even hunger.

Hitting the cold spots - helping you to stay warm

Where we will be in five years time:

- Tangible progress will have been made with the Public Health Strategy, with Falls Prevention outcomes positively reducing demands on Acute hospitals and on Adult Social Care.
- Information and advice, via Connect to Support Hampshire, will be accessible and user friendly, to help people to make informed choices about their care and support needs and the wider community opportunities available to them.
- Our contact centre will directly resolve a higher percentage of client enquiries, having been successful with its web integration that will enable better upfront options for residents.
- Private Pay technology solutions will be routinely requested and provided, benefiting at least 2,500 users per year.
- The refreshed Carers Strategy will have been successfully introduced and strong progress will have been made against its stated key aims.
- The HIVCA arrangement will have developed, and tangible progress will have been made in terms of social connection and inclusion.
- Additional funding opportunities to support the activity of the voluntary and community sector will be secured.
- Meals on Wheels service user numbers and overall meals provided will have increased from today's levels.



Independent living at home

There is continuing strong evidence that most people in need of social care prefer to receive it in their own home. People are generally happier living as independently as possible in familiar surroundings, staying connected to their families, friends, and neighbours.

This preference is at the heart of our carefully developed vision for Hampshire residents to **live long, healthy, and happier lives with the maximum possible independence and sits strongly within the Hampshire County Council vision and values.**

We recognise that living at home offers greater autonomy and control, as well as the freedom to continue with or further develop their chosen lifestyle. Some of our work aimed at maximising independence for adults of all ages is described below.

All those eligible for social care support will receive a personal budget. People may then choose to take control and organise their own social care through a **direct payment**. We will encourage people to take control of their own care and support and to use direct payments, reducing the need for the County Council to directly buy services on their behalf. We will encourage the growth in the market of **Personal Assistants (PAs)**, who are paid to help an individual with their care needs.

Over recent years we have worked successfully with system partners to develop and implement an **integrated intermediate care (IIC) function** that is delivering improved client outcomes linked to timelier discharges and is helping to reduce cost for the NHS

and for the County Council especially in terms of minimising our exposure to onward home care costs. Our **reablement service** is very much at the heart of the IIC initiative and is also working closely with the NHS's Community Partner on an Urgent Community Response (UCR) arrangement that is helping to reduce hospital admissions through the organisation of rapid responses to concerns raised by professionals or indeed residents themselves. This is another means by which we are enabling people to be supported in their own homes.

Going forward, **our ambition is to increase the contribution of reablement further**, safe in the knowledge that their involvement with people requiring help and support either in the community, direct from hospital or having been discharged to short-term service environments **leads to differing but positive forms of recovery and independence**, and in turn, reduced onward care exposure that helps to contain the demand on care providers and helps to reduce costs for the directorate.

Our **Help to Live at Home** framework which we successfully introduced in 2018, is serving us well with up to 40,000 hours of support to just under 3,100 clients being provided every week. This service is enabling people to live safely and comfortably in their own home. Help to Live at Home support is designed around the individual, but with an emphasis wherever possible on **increasing independence** and encouraging people to do as much as they can without help, or with the help of family, friends, and neighbours.

To help with this aim, we are working hard to ensure that prior to receiving long term Help to Live at Home services, as many people as possible can benefit from a period of reablement support delivered by our in-house Community Response Team. **This helps people to regain their independence**, with paid for support gradually decreasing as the individual regains confidence and ability.

We will continue to build our **Strengths Based Practice** to prevent and delay the need for services. One example is **Proactive Enhanced Care** which is a preventative social work intervention for people over 85 years to ensure that early help is available to promote wellbeing and prevent deterioration. Living Longer Better is a joint endeavour with public health to ensure that physical activity is promoted at every stage of life. We will continue to work closely with the voluntary sector and public health to support people more likely to be subject to health inequalities due to their age or disability.

We are also prioritising work with our NHS partners the Hampshire PLACE Board on developing a more collaborative, **more joint commissioning approach for (and possible integration of) mental health services**. Mental Health challenges which manifest in varying forms, are on the increase and have been exacerbated by the COVID-19 Pandemic. Several areas are being looked at including how we might develop a more cohesive and integrated pathway that will facilitate earlier intervention, prevent crisis, and reduce inpatient hospital admissions. Other benefits will include single assessments,

more positive behavioural support, reduced institutional care and greater uptake of personal budgets.

The Hampshire autism strategy is about to be published. It has been co-produced with people with autism and their families with the aims of:

- Improving understanding and acceptance of autism within society.
- Improving autistic children and young people's access to education, and supporting positive transitions into adulthood.
- Supporting more autistic people into employment.
- Tackling health and care inequalities for autistic people.
- Building the right support in the community and supporting people in inpatient care.
- Improving support within the criminal and youth justice systems.

We continue to work closely with co-production groups such as the Learning Disability Partnership and the Personalisation Expert Panel (PEP) to co-produce our approaches. We will continue to work with organisations to **help improve the employment rate for people living with mental health needs**. We will increasingly focus on supporting healthy lifestyle choices, employment and help and advice for carers. We will also work with communities to enable them to play a greater role in supporting people with mental health needs.

For people with learning disabilities, **day opportunities will be focused on preparation for work, and integration into mainstream community activities**. We will continue to shift the focus of support for people with learning disabilities away from residential care towards supported living, and to extend the range of Young Adults Extra Care and other community-based services enabling people to live in their own home.

Where we will be in five years time

- More service users will be using direct payments as a means of taking greater control and organising their own social care.
- The urgent community response function will have grown and as a result a higher number of avoided hospital admissions will be achieved.
- The reablement service will be benefiting a higher proportion of residents requiring social care support, thus helping to contain and/or reduce the overall quantum of support that is required.
- The Help to Live framework will be benefiting more residents and delivering more than 40,000 hours a week of support, contributing to a reduction in the need for long-term residential and nursing placements.
- Embedded Strength Based Practice to prevent and delay the need for services.
- Continue to work closely with the voluntary sector and public health to support people more likely to be subject to health inequalities due to their age or disability.



How we work daily with the over 85s as part of our Proactive Enhanced Care



Accommodation

Commissioning accommodation and directly providing in-house services to help maintain or increase independence of people with the greatest needs, are important elements of our forward Strategy.

The County Council has a long tradition of facilitating accommodation-based services and for directly operating our own suite of residential and nursing homes partly to complement and add to market provision. We also benefit from greater control especially in relation to higher cost placements and geography, recognising both the size and rurality of the Hampshire administrative area.

Care (our in-house direct service provider) being able to operate from fit for the future care home stock.

Separate to the above outcome, the directorate recognises that it will continue to rely on the **independent sector for close to 80% of its annual long-term residential and nursing care needs**, and thus recognises the importance of continuing to work closely with **Hampshire Care Association** and individual care providers so that key topics such as workforce, quality of care and the use of technology (to name but three) can be successfully tackled together to help increase service resilience and market sustainability.

In relation to **short-term provision**, we have jointly developed with the NHS, three main short-term services hubs aimed at **significantly improving hospital discharge performance** and supporting people who are not able to immediately return home, to recover and work towards greater independence. The focus has very much been on helping people to regain or further develop their function and confidence so that they live in their own homes, often with some form of support, wherever possible. This again plays to our determination to maximise independence, recognising that with appropriate and timely support can **avoid many hundreds of people every year from being institutionalised.**

As we learn more from **our venture into short-term services**, we have recently extended the offer to people living at home

who our social work staff believe to be on the brink of a referral for residential or nursing care. For those benefiting from a short-stay service admission, **this has led to many being able to ultimately return home** and for some, has enabled a more orderly transition to the right type of long-term care. We will almost certainly have avoided some unscheduled admissions to hospitals as well. Across the next period, we will look to extend the **'step-up'** arrangements further which will provide another welcome contribution to our efforts to reduce long-term need and avoid costs in what are among our most expensive service areas.

Moving on from institutionalised residential and nursing care, other types of long-term accommodation for adults of all ages and abilities will continue to be available including through **Extra Care Housing, Supported Living**, or other forms such as **'Shared Lives.'**

Extra Care Housing schemes are a fundamental and growing component of our service, enabling people with a range of needs to live in their own home in the community and with care and support on site. It can be an option for all the groups of people we support and is an alternative to residential accommodation providing far greater independence and autonomy.

Over the past decade we have invested significant sums to facilitate older persons Extra Care provision and, working with District and Borough Council's, private sector partners and other agencies, some 900 units

are now in place across a range of sites serving most parts of Hampshire. This is in addition to the growing number of private developments that we are increasingly seeing.

Just this year we have helped to facilitate a new Extra Care home in Gosport and in the coming months we expect to see our latest project in New Milton also open. Positively, we have two further schemes in-flight, and **we have circa £20m of remaining investment from the initial £45m fund**, that should enable at least five new pipeline schemes to be agreed and commenced over the Strategy period. To ensure success, and to maintain high occupancy in our existing schemes, we will continue to work hard with Social Workers and in conjunction with our District and Borough Council colleagues to ensure that access to Extra Care housing is made as straight forward as possible.

We will also continue to pursue Extra Care housing opportunities for younger adults with physical disabilities and for people with mental health needs in the form of **Supported Living as part of our ambition to move away from residential settings wherever possible.** Supported Living enables people with complex and high levels of need to live with support in a domestic setting.

Having already developed approximately 200 new Supported Living beds since 2015, we will look to develop more such places, for example by purchasing private properties to convert and transform care homes into supported living accommodation. This will

We have high but realisable ambitions for the next five years and significantly beyond, in terms of our Older Adults service and our care home portfolio. We aspire to focus our future service in three areas, Nursing care, Complex Dementia care, and Short-term care mainly for residents being discharged from hospital who are not able at that stage, to return home.

Through the late summer/autumn of 2023 a consultation will be undertaken to determine the future direction of travel for the County Council's in-house portfolio of care homes and associated services. Whatever the outcomes of that consultation it continues to demonstrate the determination within the Council for the directorate to remain a direct provider of residential and nursing services for some of Hampshire's most frail and elderly residents, for years to come and recognises the importance of HCC

be the default provision for people with autism and learning disabilities who will be encouraged to move into supported living where they will have more independence, choice, and control over their lives.

We also have strong ambitions to grow our **Shared Lives** service, where a person with support needs, lives with a family at home and shares their life. While many of those currently benefiting from the Shared Lives scheme are adults with learning disabilities, older people are also enjoying family placements and we want to further develop the number of placements available for people living with mental health needs.

We recognise that the Shared Lives scheme needs to remain attractive to the families/ carers who take on the caring responsibilities and we also recognise our obligations when it comes to appropriately reimbursing carers, especially in an era of spiralling living costs. We are currently mid-way through a Shared Lives review with carers to best ensure that our arrangements are both efficient and fair. We want to be in a position whereby we can satisfy the needs of today's carers but also attract new interest so that we can **enable more people to benefit from living independently in a friendly and safe environment.**

Where will we be in five years time:

- The County Council will have improved its existing older adults and younger adults service portfolio's ensuring that its services are delivered from fit for the future accommodation.
- Hospital discharge performance will be strong, especially for frail, elderly people who will continue to benefit from short-term recovery and reablement type services that offer the best opportunity for them to return home.
- HCC Care will be better able to meet the needs of more people requiring complex dementia support, or nursing support linked to having multiple conditions.
- The relationship with Hampshire Care Association and the independent sector will be strong, with care home services across Hampshire offering good quality care as assessed by the Care Quality Commission.
- Additional Extra Care housing schemes for older adults will have been agreed and will have commenced with the County Council investing its remaining £20m in new pipeline schemes across Hampshire.
- Extra investment will have been made for younger adults who are able to benefit from new Supported Living accommodation.
- The directorate will have attracted more Shared Lives carers and at least 50 additional Shared Lives places will be actively in place.



Clarence Short Stay Service unit



Nightingale Lodge Extra Care unit

In summary

This document outlines a five year Adults' Health and Care vision for Hampshire residents to **live long, healthy and happier lives with the maximum possible independence**. This supports and underpins the vision that Hampshire County Council has to make Hampshire a great place in which to live, work, play and visit and supports our wider organisational vision and values.

It set out clear priorities about how we will support people to make the best possible choices about their health and care, **while ensuring that the most vulnerable in our society, whatever their age, continue to receive the care and support they need**.

We know that **we will only achieve our aims in collaboration** with service users, carers, our partners including the NHS, providers, and the Voluntary Community and Social Enterprise (VCSE) sector.

We are **very aware of our complex operating environment** including the unrelenting demand for help and support services from a more diverse, complex, and ever ageing population and in an era where workforce pressures are at their most extreme and solutions are hard to come by and are not easily won.

The unrelenting service demand and workforce difficulties that we are experiencing, sit alongside an extremely challenging financial climate, not just for Local Government but for the entire Public Sector and in a period when the NHS locally are in their worst ever financial position. Regrettably, and very much linked to the extreme costs of responding to the COVID-19

Pandemic, and the subsequent inflationary and cost of living pressures, there is no obvious light at the end of the financial tunnel.

Despite this, **we are confident that our Strategy is well thought through, that our focus is in the right areas and on the right things and that whilst ambitious, it is deliverable**. We have set out clearly our intentions and have confirmed where we expect to be in five years in terms of:

- Our progress with our prevention work (incorporating demand management).
- Helping people to live independently.
- Facilitating and/or directly delivering new and improved models of accommodation.

The achievement of this vision is predicated on working in a **strengths-based way** which will flow through everything we do - especially the conversations we have with people seeking information, advice, guidance, help and support.

We will continue to focus on a person's own skills, abilities, and networks (including family and friends). By using people's strengths, we maximise what they can achieve. **The person remains happier and independent for longer or progresses towards independence and recovery whilst staying socially connected**.

Key to success will be our ability to continue to embrace change, to be flexible and innovative, e.g. by making the most of new thinking and advances in technology to improve the quality and effectiveness of the

way we work and the services we provide. In this we will continue to be guided and challenged by those who use our services, especially our co-production 'experts by experience.'

Robust annual business plans will be developed so that we are able to **track progress and remain on course** to achieve everything we need to and have set out to.

Whilst our focus in this document is on the coming five years, we must not forget that people will continue to need care and support well beyond then. **We have a responsibility to future generations of vulnerable people to make the changes set out in this document** as a means of building sustainable Public Health and Social Care services into the long term. The way in which our achievement of these aims is assessed will be subject to annual assurance by the Care Quality Commission (CQC) who will ensure that the voices of those using our services are at the centre of their judgements.

“**We hope you have found this document clear and informative. We look forward to working with you to turn our vision and strategy into reality.**”

Where we will be in five years time



Prevention

- Progress will have been made with the Public Health Strategy, with Falls Prevention outcomes positively reducing demands on Acute hospitals and on Adult Social Care.
- Information and advice, via Connect to Support Hampshire, will be accessible and user friendly, to help people to make informed choices about their care and support needs and the wider community opportunities available to them.
- Our contact centre will directly resolve a higher percentage of client enquiries, having been successful with its web integration that will enable better upfront options for residents.
- Private Pay technology solutions will be routinely requested and provided, benefiting at least 2,500 users per year.
- The refreshed Carers Strategy will have been successfully introduced and strong progress will have been made against its stated key aims.
- The HIVCA arrangement will have developed, and tangible progress will have been made in terms of social connection and inclusion.
- Additional funding opportunities to support the activity of the voluntary and community sector will be secured.
- Meals on Wheels service user numbers and overall meals provided will have increased from today's levels.



Independent living at home

- More service users will be using direct payments as a means of taking greater control and organising their own social care.
- The urgent community response function will have grown and as a result a higher number of avoided hospital admissions will be achieved.
- The reablement service will be benefiting a higher proportion of residents requiring social care support, thus helping to contain and/or reduce the overall quantum of support that is required.
- The help to live framework will be benefiting more residents and delivering more than 40,000 hours a week of support, contributing to a reduction in the need for long-term residential and nursing placements.
- Embedded Strength Based Practice to prevent and delay the need for services.
- Continue to work closely with the voluntary sector and public health to support people more likely to be subject to health inequalities due to their age or disability.



Accommodation

- The County Council will have improved its existing older adults and younger adults service portfolio's ensuring that its services are delivered from fit for the future accommodation.
- Hospital discharge performance will be strong, especially for frail, elderly people who will continue to benefit from short-term recovery and reablement type services that offer the best opportunity for them to return home.
- HCC Care will be better able to meet the needs of more people requiring complex dementia support, or nursing support linked to having multiple conditions.
- The relationship with Hampshire Care Association and the independent sector will be strong, with care home services across Hampshire offering good quality care as assessed by the Care Quality Commission.
- Additional Extra Care housing schemes for older adults will have been agreed and will have commenced with the County Council investing its remaining £20m in new pipeline schemes across Hampshire.
- Extra investment will have been made for younger adults who are able to benefit from new Supported Living accommodation.
- The directorate will have attracted more Shared Lives carers and at least 50 additional Shared Lives places will be actively in place.

Adults' Health and Care

Supporting and caring for adults in health and social care across Hampshire

Who we support

Over **250,000** people use **Connect to Support Hampshire** online directory for information, advice and guidance.



Over **6,500** carers receive support.



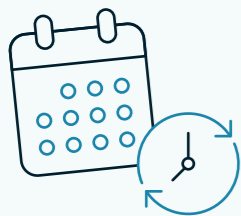
Some **29,000** people receive some form of **support helping them** back on their feet.



Around **1,500** people are **cared for** in our nursing and residential homes.



We provide **long term support** to over **18,400 residents**



66% Older people

15% Learning disability

11% Physical disability

8% Mental health

What we do in a year

Some **360,000** **Meals on Wheels** lunches are provided.



Some **4,750** **falls prevention classes** are held.



Nearly **4 million** **hours of homecare** are provided.



Over **130,000** items of **support equipment** are delivered to people in their homes.



Over **2,220** of those leaving hospital, are supported into **bed-based short term services**.



More than **860** **Extra Care apartments** are enabling older people to continue **living independently** in a home of their own, with care on site 24/7.



11,000 people are **supported to leave hospital**.



Some **22,000** people are **assessed**.

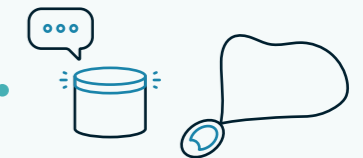


Nearly **10,500** **Occupational Therapy interventions** are delivered.



Over 12,000 adults are currently provided with **care technology** to help them live

independently.



Our challenges

1 in 10 Hampshire residents are **over 75**.

Over the next five years... ... the number of people aged 18–64 years **predicted to have a moderate to serious physical disability** is projected to increase by a learning disability is projected to increase by

3%



... the number of people aged 18 years and over **predicted to have a learning disability** is projected to increase by

11%



... the number of **residents aged 75 or over** will increase by

19%

Public Health

Encouraging and supporting people to stay well and prevent ill health

What we do in a year

Promoting sexual health

Over **30,000** unique patients accessed specialist sexual health services for **sexual health advice and STI testing** (2021).



Reducing tobacco use

5,300 people are supported to quit. **Over 64%** are successful after four weeks.



Reducing dependency



on drugs and alcohol. **Over 3,000 people currently being helped in drug and alcohol treatment** programmes with a further 4,100 receiving short term support.

Promoting healthy weight

More than **5,300** people were supported to **achieve a healthy weight** using Hampshire's adult weight management service.



Improving the public's health

Around **12,750** Hampshire residents have a **health check**.



Reducing violence



within communities. Some **3,000 victims were helped** on an ongoing basis by the domestic abuse support service.

Smokefree Hampshire



offer **free and accessible support** for residents who want to improve their health by quitting smoking.

Supporting families, children and young people

Every family with children (0–4 years old) can access Hampshire's Health Visiting Service – **currently supporting over 70,000 children**.



Over 215,000 children being educated in Hampshire can get help from the School Nursing Service.



In 2022, over 95% of Year R and Year 6 children have their **height and weight measured by school nurses** in Hampshire schools in our National Child Measurement Programme.



Over 7,600 new mothers in Hampshire supported to continue breastfeeding into the first two months after birth, giving their baby a healthy start.



Other key work

Championing innovation. This includes leading work to improve mental health and prevent number of suicides, including training for front line workers and

introducing digital service solutions, as well as ensuring the health of the public is taken into account when planning of major developments and spatial plans.



Programmes to support behaviour change and protect health. Leading county-wide and targeted campaigns and programmes to improve and protect the public's health

including losing weight, quitting smoking, managing alcohol intake, falls prevention, childhood immunisations, mental health, flu and the management of outbreaks.

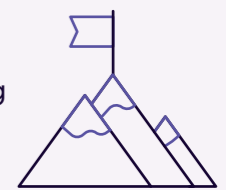
COVID-19 response. Since March 2020, Public Health have worked with a wide range of partners across Hampshire, leading and informing the local pandemic response

through case surveillance, outbreak control, testing, vaccination and test and trace. Over 132,000 local cases have been contacted by the Hampshire Local Tracing Service.



Our challenges

Recovering services after the pandemic has been very challenging and work is ongoing. Currently, activity levels within services are improving and approaching pre-pandemic levels in most areas.



Hampshire's 1.42 million population are

living longer in poorer health men spend nearly 15 years and women spend nearly 19 years of their lives in poor health.



becoming more unequal in deprived areas men live nearly seven years less and women live nearly five years less than those in least deprived areas of Hampshire.





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HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker	Cabinet
Date:	10 October 2023
Title:	Corporate Risk Management
Report From:	Director, People and Organisation

Contact name: Jac Broughton, Director, People and Organisation

Tel: 01962 847400

Email: Jac.Broughton@hants.gov.uk

Purpose of this Report

1. The purpose of this report is to summarise the further development of the robust risk management arrangements in place across the organisation, including the improved risk culture underpinning our approach to effective risk management practices.
2. The report also sets out the further progress made by the County Council in relation to delivery of the Corporate Risk Management Strategy 2022-2025 and related objectives, that was approved by Cabinet on 18 October 2022.

Recommendation

3. It is recommended that Cabinet notes the robust risk management arrangements and framework that are well embedded across the organisation, and the continued progress and impact of delivery of the objectives set out in the Corporate Risk Management Strategy 2022-2025.

Executive Summary

4. The Corporate Risk Management Steering Group (RMSG) previously known as the Corporate Risk Management Board (RMB) provides a robust organisation-wide lead for risk. The RMSG is a strategic group that ensures risk management activities and initiatives align with the Corporate Risk Management Strategy (see Appendix A), and encompasses pertinent key risk areas, including Health and Safety, Emergency Planning and Resilience, and Information Compliance and Data Protection.

5. The framework surrounding the risk management arrangements is well established and ensures regular and senior level visibility of key strategic and operational risks. The reporting process and escalation routes in place (see Appendix B) for key strategic and operational risks, allows the Corporate Management Team (CMT) and directorates to maintain regular discussions on key and emerging risks.
6. This year has seen a transition of corporate risk management accountability to People & Organisation, as part of the new organisational structure. In response to the new structure, all directorates have undertaken work to review, consolidate (where appropriate) and identify key risks to align with their service areas. In addition, risk management has seen increased engagement at senior level, through a detailed review of the Corporate Strategic Risk Register at each Directorate Management Team and subsequent strategic discussion at CMT.

Contextual Information

7. As a major public sector organisation, the County Council manages numerous risks, of varying significance and severity, daily. Some are transient, and others are perpetual – they will always be there because of the nature of the services that the County Council operates. It is the responsibility of the CMT and Chief Officers to ensure that there is robust identification, assessment and management of all types of risk, and that staff are trained in all aspects of risk awareness and management and have the necessary resources and toolkits to respond appropriately.
8. Indeed, most of the day-to-day activities of the County Council can be said to be identifying and managing risk in all its different guises. It is therefore important that our approach to risk, both strategically and operationally, is kept under constant review and is an intrinsic part of our day-to-day activities.
9. In January 2023, the responsibility for Corporate Risk Management transferred to the People and Organisation directorate, following the organisation restructure at the start of the year. The responsibilities for Corporate Emergency Planning and Resilience, Corporate Health and Safety, and Information Compliance and Data Protection also moved across to People and Organisation at the same time, placing leadership for all three underpinning risk management functions within one directorate.
10. Since January 2023, the overall accountability for Corporate Risk has been held by the Director of People and Organisation, through the leadership of the Deputy Director, who also chairs the corporate Risk Management Steering Group (RMSG), previously referred to as the Risk Management Board. Dedicated resource is in place to support the Deputy Director, to develop further improvements in the County Councils' strategic approach to risk

management, as well as to facilitate the corporate governance arrangements, oversight and assurance of our corporate strategic risks.

11. As previously reported to Cabinet, significant progress has been made to develop the maturity of the organisations approach to how risks are managed, particularly through continued development of our governance, reporting structures, systems and processes.
12. Additionally, opportunities to improve risk management good practice methods and approaches continue to be explored and implemented. These are guided by CMT, driven forward by the RMSG, and continue to shape our developing risk culture, through good practice approaches adopted by staff.
13. The Hampshire County Council's Corporate Risk Management Strategy 2022-2025 in Appendix A, defines the approach the organisation has adopted to embed risk management into its processes, practices and culture. The Strategy sets out a structured and coherent approach to risk management, tailored to how the County Council identifies, assesses, and manages risk. Aimed at all levels of staff, the Strategy is relevant for all layers of the organisation, particularly given the breadth and nature of risks that require effective management. It has recently been updated to align with new organisational terminology reference to 'directorates' and the RMSG.
14. Significant progress continues to be made towards delivering the Strategy aims and objectives; building on previous achievements of improved processes, continued development of the corporate risk management system, robust governance structures and the embedding of consistent approaches across the organisation.
15. Further progress has been made to align risks with the new organisation structure. This includes the development of the corporate risk management system to enable the transfer of some corporate and directorate level risks to a different directorate, and ensuring new risk owners and risk control managers are assigned. As part of this transition of risks, directorates have used this as an opportunity to review and consolidate (where appropriate) their risk registers. This has been particularly pertinent for newly formed directorates.
16. To better define the accountability and responsibilities of risk owners and risk control managers for corporate strategic risks, work has commenced to seek assurance from other directorates on current or planned mitigation control measures where the risk (or part of) falls outside of the risk owner's directorate.

17. The corporate strategic risks and key directorate level risks continue to be actively managed and evaluated against the County Council's risk management assessment criteria and are overseen by the respective DMT.

Evolving our Risk Governance Framework

18. Our Risk Governance Framework remains key to ensuring the County Council can effectively manage risks, and deliver our strategic aims and priorities as set out within the Serving Hampshire Strategic Plan.
19. The previous report to Cabinet in October 2022 set out the arrangements in place at that time including:
- The Risk Management Board (RMB), comprising of Senior Information Risk Officers from each directorate, Head of Health & Safety, Head of Emergency Planning & Resilience, Chief Internal Auditor and the Senior Risk & Business Resilience Manager. The Risk Management Board is now known as the Risk Management Steering Group (RMSG) to align with new organisational changes.
 - Three corporate sub-groups, who feed into the RMSG, covering key areas of cross-cutting risks to the organisation, comprising of the Health and Safety Management Group (HSMG), Resilience Management Group (RMG) and the Information Governance Steering Group (IGSG). The IGSG is now referred to as the Information Governance Management Group (IGMG) to align with new organisational changes.
 - Robust reporting and escalation to ensure sufficient oversight, monitoring and assurance, including regular risk discussions at DMTs and six-monthly risk reporting to CMT comprising of executive summaries on key risks in each directorate.
 - Strong communication with stakeholders across the organisation.
 - Annual report to the Audit Committee that includes the Corporate Strategic Risk Register, providing an effective source of scrutiny, challenge and assurance regarding the County Council's arrangements for managing risk and maintaining an effective control environment.
20. Over the last year, the RMSG and associated three corporate sub-groups have continued to evolve, ensuring a robust framework is maintained, including clear escalation and decision-making routes for matters. This includes oversight and approval by the RMSG of key risk and resilience areas such as the new corporate wide business continuity system, the Hampshire County Council's Pandemic Framework, Bronze Group response framework, and the Information Governance Strategy 2022-25.

21. The membership of the RMSG and the three sub-groups has been reviewed in line with organisation changes, to ensure that representation from directorates remains appropriate and includes deputies.
22. Each group has updated their Terms of Reference, accordingly, setting out that the RMSG provides a steer on the strategic priorities or order of business, prior to formal approval through CMT, and that sub-groups are specifically established to progress related activities.
23. To ensure accountability for managing risk remains at the highest level, CMT have dedicated more time over the last year to discussing and reviewing key risks to the County Council. The regular six-monthly risk report to CMT provides oversight of changes to key directorate risks, and any proposed changes to the Corporate Strategic Risk Register for CMT consideration.
24. There has been a particular focus at CMT on any directorate level risks that have 'limited' mitigation control levels, requesting that directorates scrutinise these risks, ensuring there is robust reasoning for any proposed as 'tolerated'.

Review of Corporate Risks

25. During 2022/23 the RMSG completed a full review of the corporate strategic risks. This involved risk control managers talking through the management of their risk at the RMSG, giving the chance to discuss the risk detail with other directorates and gain assurance on their management and contribution to mitigation controls.
26. Similarly, the risk owner for the corporate strategic risk on 'Failure to protect the safety of our workforce and the public' is working with directorates to understand the wide range of components that sit within this risk, and how associated mitigation controls are being managed by directorates.
27. The Corporate Strategic Risk Register continues to be actively managed. However, it was agreed by CMT in April that a detailed strategic review of the register would be carried out to ensure key and pertinent risks remain current moving forward. This review has now been completed, the outcome from which has been a number of proposed changes being made to the Corporate Strategic Risk Register.

Continuous Improvement

28. The Risk Management framework and risk-aware culture has been strengthened in recent years, most notably through the creation of stronger governance and a corporate risk management system that gives greater visibility of key risks across the organisation. The risk system plays a key part

in contributing to an open and transparent risk culture, and it will continue to be iteratively developed as needed.

29. The risk arena is an ever changing and dynamic picture, and there continues to be a positive shift in our approach to identifying risks. This recognises the role that directorates play in bringing current and potential future risk challenges to the RMSG, and the three sub-groups who are also key to strengthening our identification and response to risks. This includes lessons learned and associated actions we take from our response to and preparedness for emergencies, other incidents (e.g., health and safety) and undertaking corporate-wide resilience exercises.
30. The RMSG agreed to reduce the maximum review period for all risks in the corporate risk management system from 12 months down to 6 months. It was felt that this would provide greater reassurance that risks are monitored more regularly, particularly those with a high score.
31. The RMSG also plans to look at key risk areas that would benefit from greater oversight and input by the group. This includes a closer focus on health and safety, information governance and resilience management. This work will (in part) be informed by several internal audits planned throughout 2023/24:
 - a. Governance arrangements for health and safety risks, to include a separate review on Fire Safety Management.
 - b. Corporate resilience and business continuity arrangements (as an advisory review) to inform the new Corporate Resilience Strategy and resilience management governance arrangements.
 - c. The effectiveness of the Corporate Risk Management Strategy, with focus on alignment of the corporate strategic risk register with the new organisation model.

Finance

32. There are no budgetary considerations required as part of this paper.

Performance

33. A strong discipline and more mature culture of risk management and reporting is now embedded in risk management processes both within directorates, but also in relation to our 'One Organisation' approach to our Corporate Strategic Risks, ensuring that we have visibility and assurance of risk management at a Chief Officer and Member level.

Consultation and Equalities

34. An assessment on Equality Considerations has been undertaken and due regard has been given, with the view that a full Equalities Impact Assessment (EIA) is not required for the Risk Management Framework and Hampshire County Council's Risk Management Strategy 2022-2025. Where applicable, EIAs and consultation will be carried out as necessary, as part of management of individual risks.

Climate Change Impact Assessment

35. Hampshire County Council utilises two decision-making tools to assess the carbon emissions and resilience impacts 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.

Climate Change Adaptation and Mitigation

36. The carbon mitigation tool and climate change adaptation tools employed by the County Council were considered and deemed not applicable on this occasion because the decision relates to a strategic programme.

Other Key Issues

37. There are no key issues to raise in this report.

Conclusions

38. In summary, the County Council's key corporate and directorate level risks continue to be actively identified, managed and monitored through a robust risk framework. Following the new organisation structure at the beginning of the year, directorates have also re-aligned their risks accordingly.
39. The strong governance structure surrounding this risk framework is well embedded in the organisation, enabling senior level visibility and oversight on a regular basis. The Corporate Risk Management Steering Group continues to play a central role in driving forward the Corporate Risk Management Strategy, delivering on risk initiatives and ensuring a strategic focus on key risk areas to the organisation. The increased engagement on risk management this year with directorates and CMT has led to a stronger re-positioning of the Corporate Strategic Risk Register.

REQUIRED CORPORATE AND LEGAL INFORMATION:

Links to the Strategic Plan

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

Other Significant Links

Links to previous Member decisions:	
<u>Title</u>	<u>Date</u>
Direct links to specific legislation or Government Directives	
<u>Title</u>	<u>Date</u>

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

EQUALITIES IMPACT ASSESSMENT:

1. Equality Duty

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

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

The County Council has a programme of work in place to advance inclusion and diversity in line with its corporate Equality Objectives. This includes undertaking both internal and external assessment of its performance to identify areas of strength and for improvement. This report reviews past performance - the activities and services that are described were subject to appropriate equality impact assessment in accordance with this programme.

Appendix A - Hampshire County Council's Risk Management Strategy 2022-2025

Hampshire County Council's Risk Management Strategy 2022-2025

Introduction & Context

This strategy defines the approach Hampshire County Council ('the Council') has adopted to embedding risk management into the culture, policies and practices of the Council. The strategy, together with its underpinning guidance, aims to provide a clear and consistent approach to the management of risk across the organisation.

Overall Aim

To ensure a robust, proactive and effective culture of risk management accountability exists across the Council, as an integral part of the contribution frontline services make to the safety and wellbeing of Hampshire residents.

Objectives

To ensure:

1. Robust and clearly defined governance arrangements are in place to support delivery of the Risk Management Strategy at all levels of the organisation.
2. Roles, responsibilities and accountabilities are clearly defined, understood and administered.
3. Strategic risks are identified, documented, owned, managed, and regularly reviewed (including the identification of new and emerging risks), supported by an effective and intuitive risk management software solution.
4. An effective and regularly reviewed Corporate Risk Register is maintained, informed and supported by a comprehensive set of Directorate Risk Registers.
5. A proactive and collaborative approach is taken to managing cross-cutting risks.
6. Common language and reporting systems are used across Directorates at a strategic level, whilst enabling specific directorate approaches at a local level.
7. A strong culture of risk reporting is embedded in performance management.
8. Business continuity plans are in place and recorded for key strategic risks to maximise resilience across the Council.
9. Effective training and up-to-date guidance are in place to support and embed the Risk Management Strategy at all levels across the Council.

The Aim and Objectives will be Achieved By

1. Reviewing the Council's overall governance arrangements and reporting for risk management, including the role, membership, frequency and programme of the Risk Management Steering Group (RMSG).
2. Maintaining, reviewing, and monitoring effectiveness of the Risk Management system used across the organisation to manage risks at a departmental and corporate level.
3. Revising, updating and effectively communicating, risk management guidance documents for managers and staff in one clearly accessible location.
4. Reviewing Directorate Risk Registers and the Corporate Risk Register appropriately, and consistently reporting against an agreed timetable.

5. Ensuring the corporate risk assurance and reporting processes are integrated with the corporate performance framework.
6. Developing an improved and fully accessible risk management training offer.
7. Undertaking appropriate reviews of individual risks on the Corporate Strategic Risk Register through the Risk Management Steering Group, to enable cross directorate consideration of control measures.
8. Improving the descriptions of control effectiveness levels to align with consistently recognised audit terminology.
9. Agreeing and implementing a risk training programme for managers, in addition to increasing general risk management awareness across the organisation.

Risk Management Guidance

To support the achievement of the Aim and Objectives outlined in this Risk Management Strategy, a revised suite of underpinning guidance documents is available on the Risk Management guidance site to assist managers and staff. The guidance includes, but is not limited to: roles and responsibilities; identifying risks; assessing controls and determining priorities (impact & likelihood); control effectiveness levels; identifying mitigation measures; providing assurance that risks are being well managed; benchmarking; risk appetite and tolerance; and the Council's risk management tools (both risk registers and reporting).

Approval of Strategy

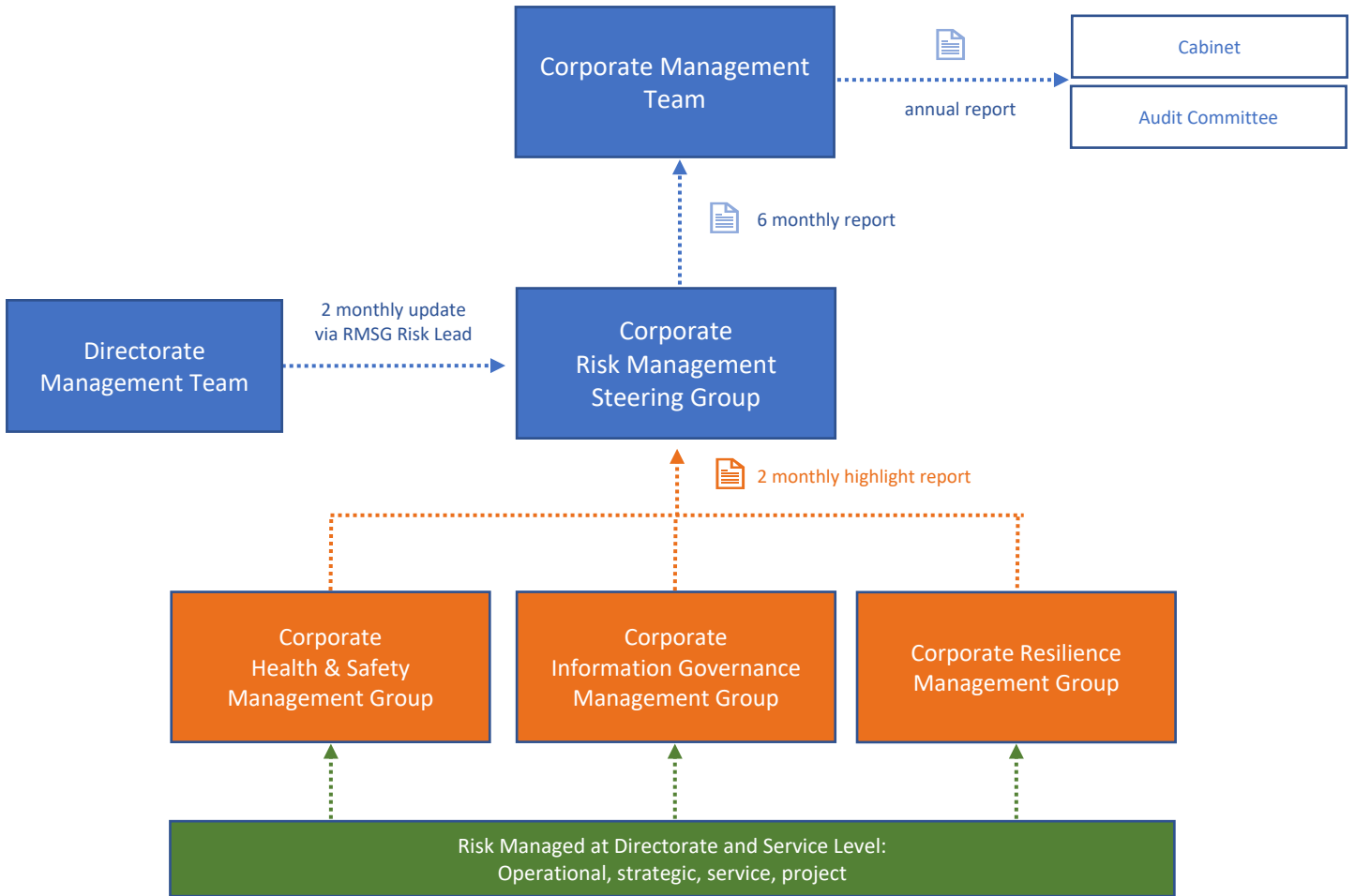
This strategy will be reviewed and signed off by RMSG, for onward submission to CMT to endorse and recommend approval by Cabinet.

Date of endorsement by CMT: 27 April 2022

Date of approval by Cabinet: 18 October 2022

Date of next Strategy review & update by RMSG: March 2025

Appendix B – Hampshire County Council Risk Governance Framework



HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Cabinet
Date:	10 October 2023
Title:	Manydown North, Basingstoke – Update
Report From:	Director of Hampshire 2050

Contact name: Gary Westbrook

Tel: 0370 779 8940

Email: gary.westbrook@hants.gov.uk

Purpose of this Report

1. The purpose of this report is to provide an update on the Manydown North project. It seeks approval in principle to the drawdown (purchase) of the freehold land and summarises (in a Confidential Appendix) several legal, procurement and financial issues that are likely to need resolution before a final decision to proceed with the acquisition can be made.
2. The report seeks a delegated approval to undertake a due diligence exercise (in conjunction with representatives of the joint owner Basingstoke and Deane Borough Council) to conclude the contractual arrangements to support the onward delivery of the site.
3. It also seeks a delegated approval to the Overarching and Key Phase 1 Business Plans (provided in Annex B and C) which set out the approach to the delivery of the site and the initial phase of development.
4. Finally, approval is sought to the requested 2023/24 operational budget from the Manydown Development LLP partner on the basis set out in the Confidential Appendix.

Recommendations

That Cabinet

5. Delegates, subject to the reciprocal approval of Basingstoke and Deane Borough Council (as joint owner), authority to the Director of Hampshire 2050 and Assistant Chief Executive (in consultation with Leader and Executive Member for Hampshire 2050 and Corporate Services, the Chief Executive, the Director of Corporate Operations and the Assistant Director - Legal Services and Monitoring Officer) to work with Basingstoke and Deane Borough Council officers (and our mutual external advisors) to conclude

negotiations with The Manydown Company Ltd, in line with the principles set out in paragraph 12 of the Confidential Appendix and, subject to undertaking the necessary due diligence, and following a Gateway Review, to complete the purchase of the Manydown North land.

6. Approves the principle of the identified changes to the Joint Venture contractual agreements (as summarised in the Confidential Appendix) to enable the Manydown North land acquisition to be concluded and delegates authority to the Director of Hampshire 2050 and Assistant Chief Executive (in consultation with the Director of Corporate Operations and the Assistant Director - Legal Services and Monitoring Officer) to work with Borough Council Officers (and our mutual advisors) to agree any minor amendments and finalise the agreements.
7. Approves the scope and principles of the Overarching Business Plan and the Key Phase 1 Business Plan for the Manydown North land as summarised in the report and provided in Annex B and C of the Confidential Appendix, with the Director of Hampshire 2050 and Assistant Chief Executive (in consultation with the Director of Corporate Operations and the Assistant Director-Legal Services and Monitoring Officer) authorised to conclude the final terms of these Plans as may be required.
8. Approves in principle the drawdown of part of the approved Manydown loan funding to support the County Council's contribution towards the proposed Manydown Development Vehicle (MDV) LLP 2023/24 Budget on the basis set out in the Confidential Appendix.
9. Delegates, subject to the reciprocal approval of Basingstoke and Deane Borough Council, authority to the Director of Hampshire 2050 and Assistant Chief Executive (in consultation with the Chief Executive and the Director of Corporate Operations) to authorise release of the MDV LLP 2023/24 Budget on the basis set out in the Confidential Appendix.

Executive Summary

10. This paper seeks to:
 - summarise the background to the Manydown North project, including the planning and procurement context and progress to date.
 - notes the previous assumptions regarding the basis of land acquisition (drawdown) and an alternative approach to expedite the project.
 - secure approval to the principles of the proposed financial Deal Structure and summarises the associated legal, procurement and financial issues of the proposed basis of acquisition, and a proposed due diligence exercise.
 - delegates authority to the Director of Hampshire 2050 and Assistant Chief Executive to finalise the terms of the Deal Structure and following a Gateway Review process to conclude the acquisition.

- secure a delegated approval to finalise and complete the Overarching and Key Phase 1 Business Plans for the Manydown North land.
- secure approval to the identified 2023/2024 Manydown Development Vehicle (MDV) LLP budget and the County Council's contribution (through loan funding) to this expenditure on the basis set out in the Confidential Appendix.

Context and progress to date

11. In 1996, the County Council and Basingstoke and Deane Borough Council jointly acquired a 999-year leasehold interest in the Manydown Estate at a shared cost of £10million from The Manydown Company Ltd (TMCL). This acquisition, which extends to approximately 800ha of land capable of accommodating c.8,000 dwellings with supporting infrastructure (schools, local centres, open space etc.), was (and remains) subject to an Option to Purchase agreement within the Lease. The leasehold interest was acquired under the Town and Country Planning Act 1990 powers to acquire for the purpose of facilitating the carrying out of development or for a purpose necessary to achieve in the interests of the proper planning of an area in which the land is situated.
12. In 2016, the Councils were successful in securing an allocation for the development of approximately 40% of the Manydown land (Manydown North) for around 3,250 dwellings to be delivered up to 2029 (see Plan 1). In March 2017, an outline planning application was submitted for most of the allocated site for determination by the Borough Council as Local Planning Authority. Resolution to Grant planning consent was secured in July 2020 and planning consent was granted in December 2021 following the negotiation of a complex, tiered Section 106 agreement.
13. In February 2018, the Executive Member for Policy and Resources approved the detailed business case for and the selection of Urban & Civic (U&C) (supported by the Wellcome Trust) as its development partner, subject to a period of due diligence and completion of a suite of complex and interrelated development, funding, and JV Member agreements.
14. A separate Joint Venture arrangement between the County Council and Borough Council was formed known as the Manydown Garden Communities (MGC) LLP. In July 2020, MGC LLP formed a Joint Venture partnership with U&C and the Wellcome Trust known as the Manydown Development Vehicle (MDV) LLP. The suite of legal agreements prescribes the roles and responsibilities of the different parties and levels of delegation and provides the framework for the financial arrangements for the project in terms of land purchase, Loan Notes between the JV parties and the timing and level of net returns.
15. The agreements also enshrined an explicit link between the commencement of development and the need to have met certain obligations including the preparation and approval of both the Overarching and initial Key Phase

business plans, together with securing a Reserved Matters planning consent in respect of the first Key Phase. A key element of the business plan(s) relates to the finance model, and in particular the strategy for and cost of the land drawdown (or purchase) of the freehold reversion of the Manydown North land. The content of the business plans is summarised below and discussed in more detail in the Confidential Appendix to this report.

16. Importantly, as the County Council (as applicant) does not own the freehold of the application site, and TMCL is not party to the Section 106 agreement, the Local Planning Authority (and the County Council in its Regulatory capacity) have conditioned that the applicant (or its successor) must own the whole application site before any part of the planning permission can be implemented. This has been a key consideration in the land drawdown strategy/negotiations summarised below and discussed in more detail in the Confidential Appendix to this report.

Land Drawdown (Purchase) Strategy

17. The 1996 Option agreement sets out the process for land drawdown including the need for a qualifying planning permission (in outline or detail) before the option can be triggered. The grant of outline planning consent for the Manydown North land has allowed formal negotiations with the freeholder, TMCL to begin in earnest.
18. U&C, together with the Council's external advisors, have supported the two Councils in these negotiations to ensure the basis of any purchase facilitates a purchase of the whole rather than part to enable the development to proceed; aligns as far as possible with the different parties' value expectations, and importantly recognises the likely variance of market conditions over the life of the project.
19. The County Council, alongside Basingstoke and Deane Borough Council have therefore been in negotiation with TMCL to purchase the freehold land for Manydown North. The principles of these commercially confidential negotiations are detailed the Confidential Appendix and Annex A to this report, including the financial and non-financial parameters and structure through which a deal would be progressed.
20. As any deal is concluded, there is also a wider piece of due diligence work that will be undertaken to close out a range of legal, financial and procurement issues, including any required changes to the existing JV contracts before drawdown (purchase) of the Manydown North land can be completed.

Business Plans

21. As noted above, there are several contractual obligations that the Council's JV partner must satisfy before the development of the Manydown North land can commence. A key obligation is the preparation and approval of the

Overarching and Key Phase 1 Business Plans, the expected content of which is set out in Schedule 2 of the MDV LLP Member's Agreement.

22. As the name suggests, the Overarching Business Plan (OBP) sets out the approach for the whole Manydown North development and should be regarded as the 'parent' document from which the guiding principles and approach are then pulled through into subsidiary Phase and Parcel specific plans over the life of the development. Unless there is a substantive change required, the OBP will remain in place once approved, whilst the Phase specific plans are likely to need revising as each successive phase of development is brought forward.

23. Since the formation of the Joint Venture with U&C and the Wellcome Trust, the project has been operating under an Interim Business Plan (approved by the Executive Member for Policy and Resources in March 2019). With the recent progress on the land negotiations, U&C have now prepared a draft OBP and Key Phase 1 Business Plan for consideration and approval by the Councils. Given their commercial sensitivity these plans are provided in Annex B and C of the Confidential Appendix. These have been carefully reviewed by the Councils' project team, are agreed in principle apart from the redacted sections and are now recommended for approval subject to a delegated authority to finalise these Plans.

Manydown Development Vehicle (MDV) LLP 2023/24 Budget

24. On an annual basis the MDV LLP is required to set out its budget requirements for the forthcoming financial year which runs from 1st October to 30th September as set out in the Joint Venture contract agreements. A budget requirement has now been identified by the Development Manager (U&C) for the 2023/24 period. It is recommended that the overall budget request is approved in principle on the basis set out in the Confidential Appendix. The County Council's contribution will be funded by drawing down part of the approved loan funding for the Manydown project as set out in the County Council's Treasury Management Strategy approved February 2020.

Next Steps

25. On the assumption that the Deal set out in the Confidential Appendix and Annex A is approved in principle, a period of due diligence including finalisation of terms with TMCL will follow and conclude with a joint Gateway Review to be held with relevant Members and Officers of the County Council and Borough Council.

Performance

26. The proposals set out above will support all the Corporate Priorities.

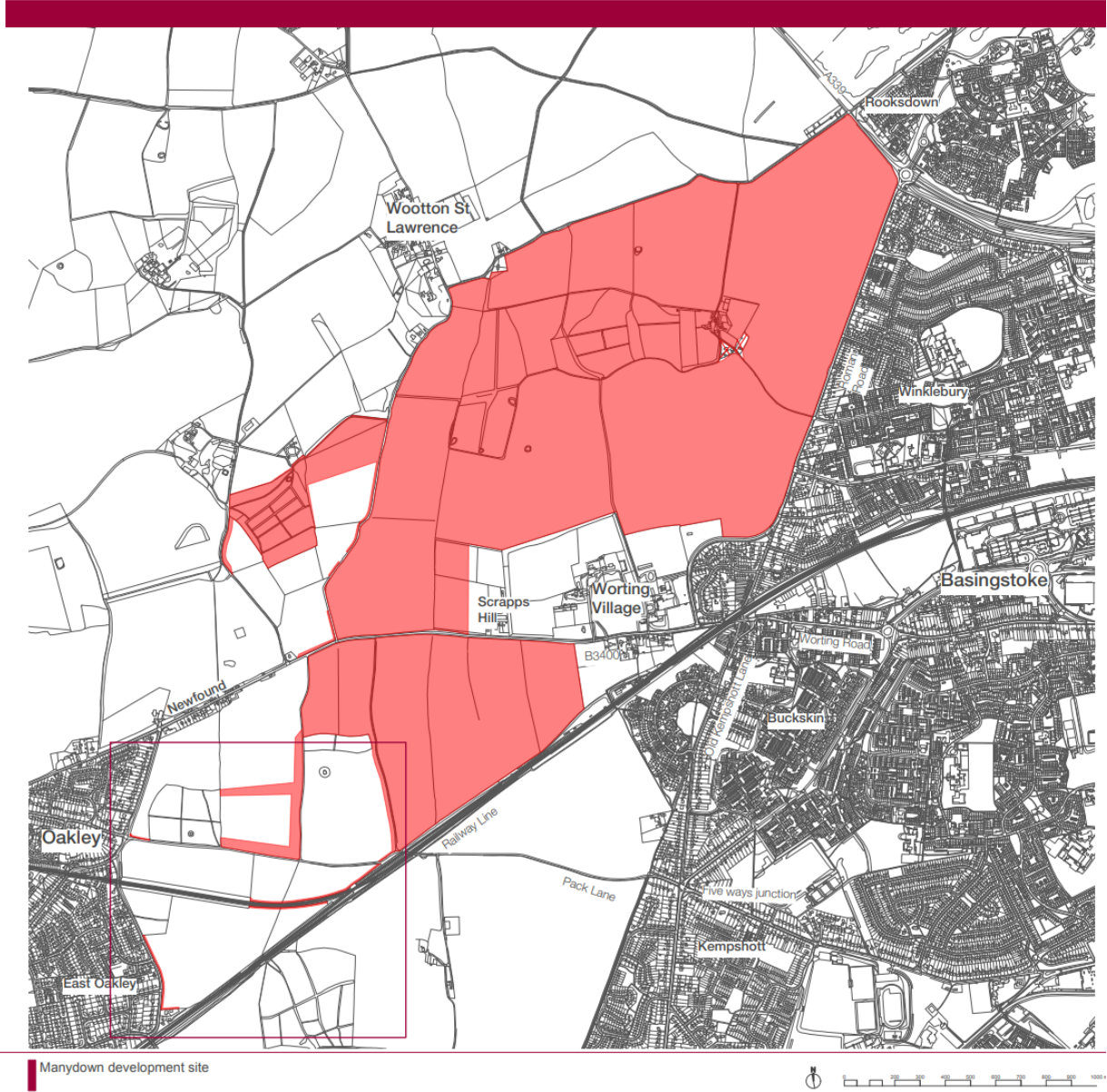
Consultation and Equalities

27. An EIA has been undertaken (reference number EIA65394744). No specific impact has been identified on those within the “protected characteristics”, identified by the Equality Act 2010. A positive impact is identified on Poverty in the locality due to the positive economic growth impacts which can be executed from a development of this scale.
28. To date the Councils' strategy for the project has been strongly influenced by the Councils' desire to achieve the principles and objectives and deliver meaningful and complementary social and economic benefit for the new Manydown North community, adjacent communities, and the wider Basingstoke area. These will be further developed in partnership with the selected Private Sector Partner, Urban and Civic and which are encapsulated within Joint Venture contracts or as commitment within emerging Business Plans.

Climate Change Impact Assessments

29. 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.
30. The carbon mitigation and climate change adaptation tools utilised by the County Council were considered and deemed not applicable for this Decision, as the purpose of this decision is to secure approval in principle to the basis of land acquisition for and not the form of development of the Manydown North site in Basingstoke.

Plan 1 – Manydown North land



Manydown development site

REQUIRED CORPORATE AND LEGAL INFORMATION:

Links to the Strategic Plan

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

Other Significant Links

Links to previous Member decisions:	
<u>Title</u>	<u>Date</u>
Cabinet - MTFS	18 th October 2017
<u>EMPR:</u> Strategic Land update	7 th February 2018
Strategic land Update – Manydown	24 th July 2018
Manydown Update	20 th June 2019
Direct links to specific legislation or Government Directives	
<u>Title</u>	<u>Date</u>

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

EQUALITIES IMPACT ASSESSMENT:

1. Equality Duty

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

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

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

- The need to remove or minimise disadvantages suffered by persons sharing a relevant characteristic connected to that characteristic;
- Take steps to meet the needs of persons sharing a relevant protected characteristic 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 which participation by such persons is disproportionately low.

2. Equalities Impact Assessment:

An EIA has been undertaken (reference number EIA65394744). No specific impact has been identified on those within the "protected characteristics", identified by the Equality Act 2010. A positive impact is identified on Poverty in the locality due to the positive economic growth impacts which can be executed from a development of this scale.

To date, the Councils' strategy for the project has been strongly influenced by the Councils' desire to achieve the principles and objectives and deliver meaningful and complementary social and economic benefit for the new Manydown North community, adjacent communities, and the wider Basingstoke area. These will be further developed in partnership with the selected Private Sector Partner, Urban and Civic and which are encapsulated within Joint Venture contracts or as commitment within emerging Business Plans.

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