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NOTICE OF MEETING

Meeting	Hampshire 2050, Corporate Services and Resources Select Committee
Date and Time	Monday, 25th September, 2023 at 10.00 am
Place	Ashburton Hall, Elizabeth II 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 3 - 6)

To confirm the minutes of the previous meeting

4. DEPUTATIONS

To receive any deputations notified under Standing Order 12.

5. CHAIRMAN'S ANNOUNCEMENTS

To receive any announcements the Chairman may wish to make.

6. SAVINGS PROGRAMME TO 2025 – H2050 REVENUE SAVINGS PROPOSALS (Pages 7 - 88)

To pre-scrutinise a report from the Director of Hampshire 2050 regarding the detailed savings proposals that have been developed as part of the Savings Programme to 2025 (SP2025) Programme.

7. SAVINGS PROGRAMME TO 2025 - CORPORATE SERVICES REVENUE SAVINGS PROPOSALS (Pages 89 - 208)

To pre-scrutinise a report from the Directors Corporate Operations and People and Organisation regarding the detailed savings proposals that have been developed as part of the Savings Programme to 2025 (SP2025) Programme.

8. WORK PROGRAMME (Pages 209 - 216)

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 Hampshire 2050, Corporate Services and Resources
Select Committee of HAMPSHIRE COUNTY COUNCIL held at the castle,
Winchester on Thursday, 13th July, 2023

Chairman:

* Councillor Jonathan Glen

- * Councillor Rod Cooper
 - * Councillor Graham Burgess
 - * Councillor Adrian Collett
 - * Councillor Alex Crawford
 - * Councillor Tim Davies
 - * Councillor Keith House
 - * Councillor Zoe Huggins
 - * Councillor Melville Kendal
 - * Councillor Peter Latham
 - * Councillor Derek Mellor
 - * Councillor Rob Mocatta
 - * Councillor Tanya Park
 - Councillor Louise Parker-Jones
 - * Councillor Neville Penman
 - * Councillor Stephen Philpott
- * Councillor Bill Withers Lt Col (Retd)

*Present

Also present with the agreement of the Chairman: Leader and Deputy Leaders and Executive Members for Hampshire 2050 and Corporate Services, Councillors Rob Humby and Roz Chadd.

10. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Louise Parker-Jones.

11. DECLARATIONS OF INTEREST

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

No declarations were made.

12. MINUTES OF PREVIOUS MEETING

The minutes of the last meeting held on 19 January 2023 were agreed and signed by the Chairman.

13. DEPUTATIONS

There were no deputations on this occasion.

14. CHAIRMAN'S ANNOUNCEMENTS

The Chairman welcomed the new Members on the Committee to their first meeting.

He thanked Members who attended the recent Member briefing relating to Hampshire 2050 Vision Revalidation and mid-term review of Hampshire County Council's Serving Hampshire Strategic Plan (Item 7 on the agenda), which gave a history on the 2050 Commission which ran in 2018/19.

He noted the County Council's dual role in relation to the Hampshire 2050 commission:

- Firstly our role as a convenor of the partnership – bringing together partners across government, health, education, business, VCS etc who all have a part to play in delivering this ambition.
- Secondly our role in strategic delivery, recognising our responsibility like other organisations across Hampshire in playing our part in delivering the 2050 ambition.

15. SERVING HAMPSHIRE – 2022/23 YEAR END PERFORMANCE REPORT

The Committee received a report of the Director of People and Organisation on the Serving Hampshire 2022/23 Year End Performance Report. (Item 6 in the Minute Book).

Members were advised that performance against the County Council's strategic outcomes and priorities had generally improved, building upon performance reported at half year. Most corporate performance measures had shown year on year progression, with around two thirds meeting targets set by their services at the start of 2022/23. This was despite ongoing inflation, resulting in increasing costs of materials and resources, as well as ongoing challenges in recruitment and retention of the workforce.

Members raised a number of questions on the data within the report, including the number of fostering enquiries, the impact long covid was having on our workforce and school admission preferences. Where the information was not

readily available for certain questions, it was agreed that all information would be gathered and sent to the Committee separately.

During the debate, Members asked for an item to be included on the Committee's work programme on Climate Change accountability. It was noted that this could be in advance of the Cabinet meeting in December.

RESOLVED:

The Select Committee:

- i. noted the County Council's performance for 2022/23;
- ii. noted the determinations of the Local Government and Social Care Ombudsman (LGSCO) in 2022-23, and the assessment decisions contained in the LGSCO 2021-22 report letter.

16. **HAMPSHIRE 2050 VISION REVALIDATION AND MID-TERM REVIEW OF HAMPSHIRE COUNTY COUNCIL'S SERVING HAMPSHIRE STRATEGIC PLAN**

The Committee considered a report from the Directors of Hampshire 2050 and People and Organisation on the Hampshire 2050 Vision Revalidation and mid-term review of Hampshire County Council's Serving Hampshire Strategic Plan (Item 7 in the Minute Book).

Members noted that a light touch review of the Serving Hampshire Strategic Plan 2021 – 2025 had been undertaken to ensure that the County Council's principle strategic document was fully aligned with the revalidated priorities expressed for Hampshire 'the place' through the Hampshire 2050 Vision, reflecting the County Council's role as a partner in the delivery of the Vision. The mid-term review had also sought to ensure the plan sufficiently reflected the 'post-Covid' world and any resulting shifts in priorities for the County Council, as well as any other relevant organisational focus.

Following detailed discussion, Members had concerns around the constraints placed on our collective ambition by factors which were outside of the County Council's control. Examples were given of legislative constraints or policy issues which were within the responsibility of national government. In view of this concern, the Select Committee agreed that a fifth recommendation should be added, (e) below, to request that the County Council approached Government relating to constraints which may need to be overcome to achieve our vision.

RESOLVED:

That the Select Committee:

- a. noted the revised H2050 Visions, Policies and Recommendations;
- b. noted the wording of the 'Strategic Overlay' which brings the H2050 drivers together as set out in Appendix 5;

- c. noted the Serving Hampshire Plan 2021 – 2025 mid-term review;
- d. noted the proposed changes to the corporate performance framework
- e. That Hampshire County Council approaches Government relating to constraints which may need to be overcome to achieve our vision.

17. ANNUAL REPORT OF THE SELECT COMMITTEES ACTIVITY FOR 2022/23

The Committee considered a report of the Director of People and Organisation detailing each of the Select Committees' activity over the last year (Item 8 in the Minute Book).

RESOLVED:

That the Select Committee approved the summary of work of each of the Select Committees over the past year, for submission to County Council on 20 July 2023 as the Annual Scrutiny Report.

18. WORK PROGRAMME

The Committee considered the Work Programme (Item 9 in the Minute Book). During discussion of other items on the agenda, Members requested an item on Climate Change Strategy be included, times to be confirmed in consultation with the Chairman and Director of Hampshire 2050.

RESOLVED:

That the work programme be agreed.

Chairman,

HAMPSHIRE COUNTY COUNCIL

Report

Committee:	Hampshire 2050, Corporate Services and Resources Select Committee
Date:	25 September 2023
Title:	Savings Programme to 2025 - Revenue Savings Proposals
Report From:	Director of Hampshire 2050

Contact name: Gary Westbrook

Tel: **Email:** Gary.westbrook@hants.gov.uk

Purpose of Report

1. For the Hampshire 2050, Corporate Services and Resources Select Committee to pre-scrutinise the detailed savings proposals for Hampshire 2050 that have been developed as part of the Savings Programme to 2025 (SP25) Programme (see report attached due to be considered at the decision day of the Leader and Executive Member for Hampshire 2050 and Corporate Services at 2.00pm on 25 September 2023).

Recommendation

2. That the Hampshire 2050, Corporate Services and Resources Select Committee:

Either:

Supports the recommendations being proposed to the Leader and Executive Member for Hampshire 2050 and Corporate Services in paragraph 2 of the attached report.

Or:

Agrees any alternative recommendations to the Leader and Executive Member for Hampshire 2050 and Corporate Services, with regards to the proposals set out in the attached report.

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HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Leader and Executive Member for Hampshire 2050 and Corporate Services
Date:	25 September 2023
Title:	Savings Programme to 2025 – Revenue Savings Proposals
Report From:	Director of Hampshire 2050 and Director of Corporate Operations

Contact name: Gary Westbrook

Tel: **Email:** gary.westbrook@hants.gov.uk

Purpose of this Report

1. The purpose of this report is to outline the detailed savings proposals for the Hampshire 2050 Directorate that have been developed as part of the Savings Programme to 2025 (SP2025) Programme.

Recommendation(s)

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

Executive Summary

3. This report outlines the detailed savings proposals for the Hampshire 2050 Directorate that have been developed as part of the Savings to 2025 (SP2025) Programme. The report also provides details of the Equality Impact Assessments (EIAs) that have been produced in respect of these proposals and highlights where applicable, any key issues arising from the public consultation exercise that was carried out over the summer and how these have impacted on the final proposals presented in this report.
4. The Executive Member is requested to approve the detailed savings proposals for submission to Cabinet in October and then full County Council in November, recognising that there will be further public consultation for some proposals.

Contextual Information

5. In February 2023, Cabinet and Council were updated on the budget gap position and the early work undertaken by the Corporate Management Team to identify the available options to balance the budget to 2025/26. The Council expects to face a budget gap of at least £132m after taking account of annual Council tax increases at the maximum permitted level of 4.99% and additional grant funding expected to be provided by the government in 2024/25.
6. The early publication of a government policy paper on local authority funding for 2024/25 was welcomed. However, with 2024/25 representing the last year of the current parliament and spending review period, there remains considerable uncertainty as to the resources available to the Council from 2025/26 onwards. It is clear, however, that the landscape for the public finances remains challenging following the pandemic, considering current economic and geopolitical factors. Given the lack of any certainty from 2025/26, the County Council has had no choice but to assume that savings required to meet a gap of at least £132m will be required by April 2025, as we cannot take the risk of assuming further government financial support will be forthcoming. Furthermore, the financial constraints on the Council mean that there will be no funding available to cash flow a savings programme beyond April 2025.
7. In recognition of the size of the financial challenge, coming after a decade of savings totalling £640m, 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. This approach aimed 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.
8. The early work undertaken by directorates consisted of 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.

9. Following the 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.
10. This detailed work has identified a total of £90.4m savings across all directorates, of which £75.0m are expected to be delivered by 2025/26, leaving an unmet budget gap of £57.0m in 2025/26. 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, a budget shortfall of £86m is currently expected for 2024/25 which will also need to be met from reserves.
11. 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 £57.0m 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 delivery. All savings delivered in 2023/24 and 2024/25 will instead be transferred to the budget bridging reserve to help balance the budget in 2025/26.
12. 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
13. 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. Whilst the financial benefits are expected to supplement the £90.4m savings identified by individual directorates, they will not be sufficient to meet the remaining budget gap to 2025/26.
14. As we seek to establish a long-term sustainable funding solution through on-going lobbying and discussions with central government, our options to meet the predicted annual budget shortfall (of at least £132m) by 2025 are limited. It is considered that there will be very few ways in which the County Council can continue to meet the legal duty to balance the budget without any impact on the residents of Hampshire. To help understand how people could be affected by the proposals being considered, the County Council undertook an open public consultation '*Making the most of your money*', which ran for six weeks between 12 June and 23 July 2023. The consultation was widely promoted to residents and stakeholders, and asked for views on a range of high-level options that could help to address the shortfall, so that the County Council could take residents' needs in to account when considering the way forward.
15. The consultation provided an overview of the anticipated budget gap by 2025 and explained the range of options likely to be needed to enable the County Council to continue to deliver statutory service obligations.
16. The consultation feedback confirmed that a number of approaches are likely to still be needed to meet the scale of the financial challenge. Consequently, the County Council will seek to:
- **continue with its financial strategy**, which includes:
 - **targeting resources** on the most vulnerable adults and children
 - **using reserves carefully** to help meet one-off demand pressures
 - **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.
17. Executive Lead Members and Chief Officers have been provided with the key findings from the consultation to help in their consideration of the final savings proposals for this report, and a summary of these is provided at Appendix 3. Responses to the consultation will similarly help to inform the decision making by Cabinet and Full Council in October and November of 2023 on options for delivering a balanced budget up to 2025/26, which the Authority is required by law to do.
18. In addition, Equality Impact Assessments have also been produced for each savings proposal, and these together with the broad outcomes of the consultation and the development work on the overall SP2025 Programme have helped to inform and shape the final proposals presented for approval in this report.

Savings Programme to 2025 – Directorate Context/Approach

19. The Hampshire 2050 Directorate is a newly formed Directorate in the organisation, following the organisational redesign and restructure completed in January 2023. It comprises the organisation's key place shaping strategic functions, aligned to the Hampshire 2050 vision that was revalidated by Cabinet in July 2023. The Directorate is comprised of 3 core areas:
- **Land and Assets** – the strategic one-organisation oversight of the County Council's land and assets portfolio including schools, the corporate estate and the County Council's strategic land holdings.
 - **Culture, Communities and Strategic Programmes** – oversight of the County Council's strategic, cultural and community offer including grants to community and charitable organisations. There are 2 broad categories of grants to organisations; i) Grant programmes through which organisations need to competitively apply for one-off grant funding based on set criteria (this includes grant streams such as the Leaders Grant and the Rural Grants Programme); ii) recurring revenue grant support to organisations based on funding agreements or partnership arrangements.
 - **Skills, Economy and Strategic Planning** – oversight of the County Council's strategic role and ambition to drive economic growth and prosperity alongside the development of transport strategy, infrastructure and statutory planning responsibilities (such as Minerals and Waste Planning and Local Nature Recovery).

Given the strategic nature of the Directorate, a proportion of activity is focussed on development of place shaping across Hampshire rather than direct operational delivery of front-line services to residents and communities. A detailed review has therefore been completed across all budget lines, balancing the on-going importance of enabling positive, strategic place shaping across Hampshire, whilst proposing opportunities that maximise savings, reduce duplication, remove recurring grant funding for non-essential activities and move to a principle of bare minimum for service delivery.

20. There are 5 areas for review identified for the Directorate:

Grant funding - The County Council will review and consolidate the range of grants currently offered and reduce the level of grant spend available to organisations who do not support the core statutory responsibilities of the County Council. This aligns to a principle that the County Council will not subsidise recurring revenue expenditure of organisations, beyond the agreed delivery of statutory duties / activities undertaken on behalf of the County Council. The overall grants review is comprised of three specific proposals:

- a) **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.
- b) **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 in Havant, the Hampshire Association of Local Councils and other funding awarded through the wider rural programme).
- c) **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.

Directorate Organisational Redesign – As a newly formed Directorate there is an opportunity to re-design the current operating model for Strategic Transport, Spatial Planning, Economic Development & Skills and Climate Change & Environmental Strategy. 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.

Office Accommodation – In accordance with the recently approved Strategic Asset Management Plan (SAMP) there is an opportunity to consolidate and rationalise the County Council's built estate to maximise the utilisation of buildings and deliver revenue savings. This will include an

assessment of all buildings across both corporate office accommodation and front-line service delivery.

21. The above proposals have been developed noting that there are important interdependencies between longer term strategic placemaking and wider organisational outcomes, such as the well evidenced relationship between strategic infrastructure investment, economic prosperity and societal outcomes linked to health, well-being and quality of life.

Summary Financial Implications

22. The total value of the savings opportunities identified for the directorate is £5.037m. The expected cashflow profile for implementation of the savings is set out in the table below.

2024/25 £'000	2025/26 £'000	Full Year Impact £'000
632	2,968	5,037

23. All of the £5,037m total savings will be achieved through reductions to expenditure budgets as a result of service efficiencies and reductions, whilst developing opportunities to reduce reliance on core budgets and draw on alternative funding sources.
24. The detailed savings proposals that are being put forward by the directorate are contained in Appendix 1.

Workforce Implications

25. Appendix 1 also provides information on the estimated number of reductions in staffing as a result of implementing the proposals.
26. Of the 32 Full Time Equivalent (FTE) posts that may be affected, it is anticipated that the majority of these will be achieved through natural turnover within the relevant services but noting that any balance would need to be managed down between now and the implementation date.
27. The County Council's approach to managing down staff levels in a planned and sensitive way through the use of managed recruitment, redeployment of staff where possible and voluntary redundancy where appropriate will be continued.

Climate Implications

28. 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.
29. Given that this report deals with savings proposals it is difficult to assess any specific climate change impacts at this stage, but assessments will be undertaken for individual proposals, if appropriate as part of the implementation process.

Consultation, Decision Making and Equality Impact Assessments

30. As part of its prudent financial strategy, the County Council has been planning since March 2022 how it might tackle the anticipated deficit in its budget by 2025/26. As part of the Medium Term Financial Strategy (MTFS), which was last approved by the County Council in September 2022 and updated as part of the budget setting process for 2023/24, initial assumptions have been made about inflation, pressures, council tax levels and the use of reserves. Total anticipated savings of £132m are required and directorates were tasked with reviewing all possible opportunities to contribute to bridging this gap.
31. The County Council undertook an open public consultation '*Making the most of your money*' which ran for six weeks from 12 June to 23 July 2023. The consultation was promoted to residents and stakeholders, and asked for views on a range of high-level options that could help to address the shortfall, so that the County Council could take residents' needs into account when considering the way forward.
32. The consultation explained that given the considerable size of the budget gap by 2025, it was likely a combination of the potential options being considered would be needed, given the limited ability the County Council has to generate income and the need to continue to deliver statutory service obligations. For example, the supporting Information Pack explained that the £132m budget forecast took into account an assumed increase in council tax of 4.99% (of which 2% must be spent on Adult social care services), and illustrated the amount of savings that would still be required even if council tax was increased by up to 10%. The Pack also explained that if central government were to support a change to the structure of local government in Hampshire, it would still take several years to fully realise any savings. Residents were similarly made aware that the use of the County Council's reserves (which are retained for service investment and to help manage financial risk) would not

provide a sustainable solution to address ongoing financial pressures. The Pack further explained that if these were used to meet service delivery these would be used up very quickly, and so only temporarily delaying the point at which other savings would need to be found.

33. Executive Lead Members and Chief Officers have been provided with the key findings from the consultation to help in their consideration of the final savings proposals. As the consultation feedback confirms, a number of different approaches are likely to be needed to meet the scale of the financial challenge. Consequently, the County Council will seek to:
- **continue with its financial strategy**, which includes:
 - **targeting resources** on the most vulnerable adults and children
 - **using reserves carefully** to help meet one-off demand pressures
 - **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.
34. Individual Executive Members cannot make decisions on strategic issues such as council tax levels and use of reserves and therefore, these proposals, together with the outcomes of the *Making the most of your money* consultation exercise outlined in Appendix 3, will go forward to Cabinet and County Council and will be considered in light of all the options that are available to balance the budget by 2025/26.
35. The proposals set out in Appendix 1 represent suggested ways in which directorate savings could be generated to maximise the contribution to the SP2025 Programme and have, wherever possible, been developed in line with the principles set out above. This includes the principle of ensuring that strategic resources are carefully targeted and challenged accordingly.
36. Following the Executive Member Decision Days, all final savings proposals will go on to be considered by the Cabinet and Full Council in October and November – providing further opportunity for the overall options for balancing the budget to be considered as a whole and in view of the consultation

findings. Further to ratification by Cabinet and Full Council, some proposals may be subject to further, more detailed consultation.

37. In addition to the consultation exercise, Equality Impact Assessments (EIAs) have been produced for each of the five savings proposals outlined in Appendix 1 and these have been provided for information in Appendix 2. The cumulative assessment provides an opportunity to consider the multiple impacts across proposals as a whole and, therefore, identify any potential areas of multiple disadvantage where mitigating action(s) may be needed.
38. Together the *Making the most of your money* consultation and Equality Impact Assessments have helped to shape the final proposals presented for approval in this report.

REQUIRED CORPORATE AND LEGAL INFORMATION:

Links to the Strategic Plan

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

Other Significant Links

Links to previous Member decisions:	
<u>Title</u> Developing a Medium Term Financial Strategy Template County Council Part I report (hants.gov.uk)	<u>Date</u> Cabinet - 19 July 2022 County Council – 29 September 2022
Direct links to specific legislation or Government Directives	
<u>Title</u>	<u>Date</u>

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

EQUALITIES IMPACT ASSESSMENT:

1. Equality Duty

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

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

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

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

2. Equalities Impact Assessment:

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

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Hampshire 2050 Directorate – 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	Estimate d Staffing Impact FTE
H2050-1	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	0.00
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	0.00

Ref.	Service Area and Description of Proposal	Impact of Proposal	2024/25 £'000	2025/26 £'000	Full Year Impact £'000	Estimate d Staffing Impact 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	0.00
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	32.00
H2050-3	Office Accommodation – In accordance with the approved Strategic Asset Management Plan (SAMP) there is an opportunity to consolidate and rationalise the County Councils' built estate to delivery revenue savings. This will include an assessment of all buildings across both corporate office accommodation and frontline service delivery.	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	1800	0.00
			632	2,968	5,037	

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

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	

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

	<ul style="list-style-type: none"> - Culture, Community and Strategic Programmes <p>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.</p> <p>The Directorate currently consists of 159 staff (149 FTE) as at 30 June 2023</p>
<p>Please explain the new/changed service/policy/project</p>	<p>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.</p> <p>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:</p> <ul style="list-style-type: none"> - 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 <p>The priority areas for review include:</p> <ul style="list-style-type: none"> - Economic Development & Skills - Spatial Planning - Strategic Transport - Climate change <p>Staff:</p>

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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***'Making the most of your money'* public consultation feedback**

1. The County Council undertook an open public consultation *'Making the most of your money'* which ran for six weeks from 12 June to the 23 July 2023. The consultation was promoted to residents and stakeholders through a range of online and offline channels including, but not limited to: the County Council's website, social media channels, Hampshire Perspectives residents' forum and Your Hampshire e-newsletter; in County Council libraries and buildings, at bus stops, and on electronic noticeboards, in countryside parks and Hampshire County Council care settings; via media releases to the local TV, radio and written press; via targeted social media advertising; via direct email contact, and the Leader's Stakeholder (email) newsletter – between which cover a wide range of individuals, groups and organisations across Hampshire (such as Hampshire MPs, district and parish councils, businesses and the education sector, voluntary and community sector groups and organisations, and service providers), which promoted onward dissemination, as well as response. Information Packs and Response Forms were available on-line and in hard copy as standard and Easy Read, with other formats available on request, and a short animation was produced to help people understand the financial context. Comments could also be submitted via email or by letter, and comments on County Council corporate social media posts were also taken into account.
2. The consultation sought residents' and stakeholders' views on a range of proposals that could contribute towards meeting the expected revenue budget shortfall by 2025, as well as the potential impact on residents of the proposals being considered, and any suggestions not yet considered by the County Council. The consultation explained that, due to the considerable size of the estimated budget gap by 2025 of £132m, it was likely a combination of the potential options being considered would be needed, given the limited ability the County Council has to generate income and the need to continue to deliver statutory service obligations. For example, the Information Pack illustrated the amount of savings that would still be required even if council tax was increased by up to 10%.
3. The options were:
 - Lobbying central government for legislative change;
 - Using the County Council's reserves;
 - Generating additional income;
 - Introducing and increasing charges for some services;
 - Reducing and changing services;
 - Increasing council tax; and
 - Changing local government arrangements in Hampshire.

4. Information on each of the above approaches was provided in an Information Pack. This set out the limitations for the County Council of each option, if taken in isolation, to achieving required savings. For example, supporting information explained that the £132m estimated budget shortfall took into account an assumed increase council tax of 4.99%, of which 2% must be spent on adult social care services. The Pack also explained that if central government were to support changing local government arrangements in Hampshire, savings would still take several years to be realised. Residents were similarly made aware that the use of the County Council's reserves (which are retained for service investment and to help manage financial risk) would not provide a sustainable solution to address ongoing financial pressures. The Pack further explained that if these were used to meet service delivery these would be used up very quickly, and so only temporarily delaying the point at which other savings would need to be found.
5. Therefore, whilst each option offers a valid way of contributing in-part to meeting the budget shortfall, addressing the estimated £132m gap would inevitably require a combination of approaches.
6. A total of 2,935 responses were received to the consultation – 2,806 via the provided Response Forms and 129 as unstructured responses through email, letter and social media.
7. The key findings from consultation feedback are as follows:
 - Agreement that the County Council should carry on with its **financial strategy** now stands at 60%, compared with 45% in 2021, 52% in 2019, and 65% in 2017. This involves targeting resources on the most vulnerable people; planning ahead to secure savings early and enable investment in more efficient ways of working; and the careful use of reserves to temporarily help address funding gaps and plug additional demand pressures (e.g. for social care).
 - The data suggests that respondents are concerned about the implications of further service changes and charges and increasingly feel that the solution lies with **central government**.
 - Both data and verbatim comments indicate the respondents want the County Council to continue to **lobby central government** for a longer-term funding solution for local government, and to allow additional charging in a number of areas:
 - 90% agreed with lobbying for additional funding to deliver social care services for adults and children.
 - 83% agreed profit margins for providers of children's homes should be capped.
 - 81% agreed the underlying funding model for county councils should change.

- 81% agreed that there should be national consistency in the approach to residential placement fees for children’s social care.
 - 79% agreed that there should be an increase in central government funding for highway maintenance and major road and structural repairs.
 - 78% agreed that there should be national rules on engagement of agency resource to support children’s social work.
 - 75% agreed to enable local circumstances to be taken into account when determining adult social care provision.
 - 68% agreed to allow a move to locally devised policies and means testing for Home to School Transport.
 - 66% agreed that a review should be undertaken of the range of statutory functions that must be carried out by qualified social workers.
 - 59% agreed to allow for a deferred payment option for adults’ domiciliary (home) care provision.
 - 55% agreed that a small charge should be applied to concessionary travel.
 - 52% agreed that a fee should be charged for issuing an Older Person’s Bus Pass.
 - 48% agreed that there should be greater council tax setting freedoms (29% disagreed, with the remainder neither agreeing nor disagreeing).
- However, there were exceptions, namely that:
 - Most respondents (68%) did not agree that a nominal fee should be charged for using household waste recycling centres.
 - The majority of respondents agreed that the County Council should explore:
 - Changing services to support achievement of savings (69% of respondents).
 - The possibility of changing local government arrangements for Hampshire (62% of respondents).
 - Increasing existing charges for services (54% of respondents).
 - The majority of respondents disagreed with the proposal to reduce services (63% disagreed vs 23% who agreed).
 - Opinion was divided on the use of reserves and the introduction of new service charges:
 - 45% agreed that reserves should not be used, vs 42% who disagreed.
 - 47% agreed that new service charges for currently free services should be introduced, vs 42% who disagreed.
 - 46% of respondents first preference was for the County Council to raise **Council Tax** by less than 4.99%. This compared to 38% of respondents whose first choice was to raise council tax by 4.99% and 18% who would choose an increase of more than 4.99%.

- Suggestions were made by respondents for generating additional income, including making money from unused buildings and land, introduction of charges to service users, selling services to other organisations, and parking charges. Other suggested for alternatives to the budget options presented included improving council efficiency, reducing expenditure, and prioritising spending where it was most needed.
- Just under half of respondents (48%) specified impacts that they felt would arise should the County Council continue with its financial strategy and approve the proposed options. Almost half of these related to financial impacts on household budgets, both due to potential increases in Council Tax (25%) and rising service charges (11%), alongside the broader financial impacts or rises in the cost of living (12%) and other ongoing day-to-day costs (2%).
- More generally, 36% of respondents considered that the proposals would impact on the level of service provided, with particular mention made to service reduction, worsening road conditions, and rising service demand. Social impacts, including poorer mental wellbeing and physical health, as well as a reduced quality of life were also referenced by 19% of respondents.
- Just under half of respondents felt that impacts could arise for the protected equalities characteristic of age (49%), with further impacts on poverty (35%), disability (34%), and rurality (25%) also commonly mentioned. The potential environmental impacts were also noted in around a third of the comments submitted (31%).

The 129 unstructured responses to the consultation, submitted via letter/ email or on social media, primarily focussed on the perceived impacts of the proposals, stating concern about reductions to services and potential impacts on vulnerable groups, and the financial impact on other organisations, but recognising the budgetary pressures and the need to reduce some services. A smaller number of respondents noted that services were underfunded, and the need to lobby central government for additional funding.

8. Of the 2,935 responses received, 157 included comments directly related to the Hampshire 2050 Directorate savings proposals, summarised as follows:
 - **Grant reductions** – the general provision of centrally administered grant funding was included in the consultation as an illustrative example. 64 comments were received with 18 in support of the general proposal, 34 against and the remainder mixed or neutral. Those who supported the proposal generally indicated a preference for public funding to be spent on core, statutory functions, whilst those who did not agree with the proposal cited a range of concerns including impacts on arts, culture, heritage, communities, place-shaping, environment, climate, health and wellbeing. Further comments highlighted concerns that reduced funding to community organisations would leave these organisations less able to respond to the wider impacts of public service reductions. In light of consultation feedback,

the general proposal relating to grants has been split into three separate proposals as described in paragraph 21.

- **Office accommodation** – 72 comments were received with 62 in favour of the proposal, 5 against and the remainder mixed. Those in favour referenced a strong desire to see the County Council operate more efficiently and rationalise its assets, recognising changing working patterns and the potential savings or income which could be generated from surplus accommodation. The 5 comments against the proposal objected to the principle of working from home.
- **Organisational redesign** – only a very small number (20) comments were received broadly relating to Hampshire 2050 functions. Of these, 17 supported the proposals and the remainder were mixed. Responses were relatively non-specific and supported a desire for greater efficiency and a focus on core functions.

Overall, no additional equality impacts for the Hampshire 2050 proposals were highlighted through the consultation beyond those which had already been identified in the Equalities Impact Assessments.

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HAMPSHIRE COUNTY COUNCIL

Report

Committee:	Hampshire 2050, Corporate Services and Resources Select Committee
Date:	25 September 2023
Title:	Corporate Services Savings Programme to 2025 - Revenue Savings Proposals
Report From:	Director of Corporate Operations Director of People and Organisation

Contact name: Stephanie Randall, Deputy Director, People and Organisation

Tel: 03707 791776

Email: stephanie.randall@hants.gov.uk

Purpose of Report

1. For the Hampshire 2050, Corporate Services and Resources Select Committee to pre-scrutinise the detailed savings proposals for Corporate Services that have been developed as part of the Savings Programme to 2025 (SP25) Programme (see report attached due to be considered at the decision day of the Leader and Executive Member for Hampshire 2050 and Corporate Services at 2.00pm on 25 September 2023).

Recommendation

2. That the Hampshire 2050, Corporate Services and Resources Select Committee:

Either:

Supports the recommendations being proposed to the Leader and Executive Member for Hampshire 2050 and Corporate Services in the attached report.

Or:

Agrees any alternative recommendations to the Leader and Executive Member for Hampshire 2050 and Corporate Services, with regards to the proposals set out in the attached report.

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HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Executive Member for Hampshire 2050 and Corporate Services
Date:	25 September 2023
Title:	Corporate Services Savings Programme to 2025 – Revenue Savings Proposals
Report From:	Director of Corporate Operations Director of People and Organisation

Contact name: Stephanie Randall, Deputy Director, People and Organisation

Tel: 03707 791776

Email: stephanie.randall@hants.gov.uk

Purpose of this Report

1. The purpose of this report is to outline the detailed savings proposals for Corporate Services that have been developed as part of the Savings Programme to 2025 (SP2025) Programme.

Recommendation(s)

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

Executive Summary

3. This report outlines the detailed savings proposals for Corporate Services that have been developed as part of the Savings to 2025 (SP2025) Programme. The report also provides details of the Equality Impact Assessments (EIAs) that have been produced in respect of these proposals and highlights where applicable, any key issues arising from the public consultation exercise that was carried out over the summer and how these have impacted on the final proposals presented in this report.
4. The Executive Member is requested to approve the detailed savings proposals for submission to Cabinet in October and then full County Council in November, recognising that there will be further public consultation for some proposals.

Contextual Information

5. In February 2023, Cabinet and Council were updated on the budget gap position and the early work undertaken by the Corporate Management Team to identify the available options to balance the budget to 2025/26. The Council expects to face a budget gap of at least £132m after taking account of annual Council tax increases at the maximum permitted level of 4.99% and additional grant funding expected to be provided by the government in 2024/25.
6. The early publication of a government policy paper on local authority funding for 2024/25 was welcomed. However, with 2024/25 representing the last year of the current parliament and spending review period, there remains considerable uncertainty as to the resources available to the Council from 2025/26 onwards. It is clear, however, that the landscape for the public finances remains challenging following the pandemic, considering current economic and geopolitical factors. Given the lack of any certainty from 2025/26, the County Council has had no choice but to assume that savings required to meet a gap of at least £132m will be required by April 2025, as we cannot take the risk of assuming further government financial support will be forthcoming. Furthermore, the financial constraints on the Council mean that there will be no funding available to cash flow a savings programme beyond April 2025.
7. In recognition of the size of the financial challenge, coming after a decade of savings totalling £640m, 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. This approach aimed 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.
8. The early work undertaken by directorates consisted of 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.

9. Following the 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.

10. This detailed work has identified a total of £90.4m savings across all directorates, of which £75.0m are expected to be delivered by 2025/26, leaving an unmet budget gap of £57.0m in 2025/26. 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, a budget shortfall of £86m is currently expected for 2024/25 which will also need to be met from reserves.

11. 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 £57.0m 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 delivery. All savings delivered in 2023/24 and 2024/25 will instead be transferred to the budget bridging reserve to help balance the budget in 2025/26.

12. 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.
13. 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. Whilst the financial benefits are expected to supplement the £90.4m savings identified by individual directorates, they will not be sufficient to meet the remaining budget gap to 2025/26.
14. As we seek to establish a long-term sustainable funding solution through on-going lobbying and discussions with central government, our options to meet the predicted annual budget shortfall (of at least £132m) by 2025 are limited. It is considered that there will be very few ways in which the County Council can continue to meet the legal duty to balance the budget without any impact on the residents of Hampshire. To help understand how people could be affected by the proposals being considered, the County Council undertook an open public consultation '*Making the most of your money*', which ran for six weeks between 12 June and 23 July. The consultation was widely promoted to residents and stakeholders, and asked for views on a range of high-level options that could help to address the shortfall, so that the County Council could take residents' needs in to account when considering the way forward.
15. The consultation provided an overview of the anticipated budget gap by 2025, and explained the range of options likely to be needed to enable the County Council to continue to deliver statutory service obligations.
16. The consultation feedback confirmed that a number of approaches are likely to still be needed to meet the scale of the financial challenge. Consequently, the County Council will seek to:
- **continue with its financial strategy**, which includes:
 - **targeting resources** on the most vulnerable adults and children
 - **using reserves carefully** to help meet one-off demand pressures
 - **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.
17. Executive Lead Members and Chief Officers have been provided with the key findings from the consultation to help in their consideration of the final savings proposals for this report, and a summary of these is provided at appendix 3. Responses to the consultation will similarly help to inform the decision making by Cabinet and Full Council in October and November of 2023 on options for delivering a balanced budget up to 2025/26, which the Authority is required by law to do.
18. In addition, Equality Impact Assessments have also been produced for each savings proposal, and these together with the broad outcomes of the consultation and the development work on the overall SP2025 Programme have helped to inform and shape the final proposals presented for approval in this report.

Savings Programme to 2025 – Directorate Context/Approach

19. The Savings Programme to 2025 for Corporate Services amounts to **£7.123m**. This comprises of **£5.116m** for the Corporate Operations directorate and **£2.007m** for the People and Organisation directorate. The Corporate Services directorates predominantly provides an organisation-facing range of services and support to the public-facing directorates.
20. In addition to providing these services to the County Council, the two Corporate Services directorates also share a number of strategic and operational services with our shared services partners. The Shared Services Partnership includes the 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.
21. Following on from the successful delivery of the Transformation to 2019, 2021 and 2023 programmes of efficiency savings, Directorate Management teams in Corporate Services have identified a number of proposals that make up the Savings Programme to 2025, against a backdrop of continued and challenging funding reductions.
22. These proposals have been developed with the intention of creating maximum efficiency of service support functions to the wider organisation, through seeking ways to further improve and rationalise systems and processes and reduce duplication. In addition, where appropriate to do so,

Corporate Services 'sold services' functions will expand opportunities to generate increased and sustained income from external organisations.

23. The proposed savings programme for Corporate Services will identify efficiencies through further reviews of service operating and business model reviews. This will enable services to be re-designed and structured as appropriate, to provide reduced but continued necessary support to internal services, whilst reducing demand and encouraging self-service where necessary. Greater service efficiencies will also include general housekeeping, further reducing (and where appropriate eliminating as far as possible) training, printing and travel costs.
24. A proportion of the savings for Corporate Services will be delivered through a reduction in staff workforce within services. However, it is envisaged many of these reductions will be achievable through natural turnover and other voluntary measures. As a result, a number of the savings proposals are likely to result in a further change to the way in which other directorates receive support from Corporate Services.
25. Whilst in relative terms Corporate Services directorates are currently in quite a strong financial position, continued demand and wider organisational pressures have continued to build in these areas. The recent budget reductions in 2023/24 have already impacted the extent of support that can be provided. As a result, these further reductions will see the directorates focusing all remaining resources on providing the absolute minimum level of support required for the wider organisation, with some areas or types of service needing to significantly reduce or cease.

Corporate Operations Directorate

26. The Corporate Operations directorate comprises the following service areas, all of which have been selected for proposed savings:
 - Finance;
 - Pensions, Investments and Borrowing;
 - Integrated Business Centre (IBC) - providing transactional services such as payroll, payments to suppliers, and resourcing services;
 - Information Technology;
 - Internal Audit;
 - Strategic Procurement.
27. The directorate has identified a savings of **£5.116m**. A large proportion of this will be achieved through system and process efficiencies, expanding use of new technologies, but will also require a reduction in the provision of services

to other directorates. Additionally, some of the savings will be achieved through increasing commercial opportunities for our sold services to generate further income from new and existing clients and partners. It is expected that a reduction in staff workforce in some areas will also be required, to be achieved through natural turnover, as far as possible.

28. Further information on the specific initiatives and proposed changes to deliver the overall savings is provided in the following paragraphs.

Information Technology Services

29. A range of proposals are proposed to deliver savings within IT services. These include:

- Continuing the consolidation and rationalisation of technology, including removal of redundant technology, consolidating technology, and reviewing the future business and technical specification requirements for new equipment;
- Further savings from the rationalisation and re-use of licenses and contract renegotiations with external suppliers;
- Operating model efficiencies, including restructure, consolidation of teams and a reduction in workforce, to drive out further savings, and to more efficiently manage demand into IT;
- Other operational efficiencies including reducing training and travel costs, and reducing contingency budgets;
- Reduction in data retention period, removing non-essential telephony services and removal of subsidy for public to contact via telephone.

30. Overall, IT services expect to contribute £2.819m toward the directorate's savings.

Shared Services - Integrated Business Centre (IBC)

31. Further on-going savings are anticipated through further automation of existing manual processes, and the removal of other non-standard business processes. This includes a reduction in staff workforce, which is not expected to impact on front-line service delivery.

32. Through managing demand into the service, as well as ensuring appropriate partnership contributions to support service development programmes of work, it is expected that savings of £446,000 will be made toward the directorate's savings programme for 2025.

Internal Audit

33. The onboarding of additional local authorities into the Southern Internal Audit Partnership is expected to provide additional income through the provision of service to more external clients. It is expected that £210,000 will be contributed towards the directorate's savings programme for 2025.

Finance

34. Changes will be made to the Finance service operating model to drive out further efficiencies, and to continue to reduce internal demand on the service through greater automation, standardisation and self-service for budget managers. Overall, these changes are expected to contribute £1.018m towards the directorate's savings programme for 2025.

Pensions, Investments and Borrowing

35. The cumulative impact of previous on-boardings and the further expansion of existing sold services delivered by the Pensions administration and Treasury Management service should enable increased income generation and contributions to overheads for the service. It is expected that £373,000 will be contributed towards the directorate's savings programme for 2025.

Strategic Procurement

36. By increasing the amount of procurement work the team undertakes with existing external clients and through securing new external clients, this will increase income generation for the service. The Strategic Procurement service is expected to contribute £250,000 towards the directorate's savings programme for 2025.

People and Organisation Directorate

37. The People and Organisation directorate comprises the following service areas, all of which have been selected for proposed savings:
- Communications and Engagement, which also includes corporate communication, marketing, and insight and engagement services to HCC directorates;
 - Emergency Planning and Resilience;
 - Democratic and Member Services, and Information Compliance;

- HR and Organisational Development – including Leadership and Management Development, Education Personnel Services and Corporate Health and Safety;
- Legal Services.

38. The directorate has a total savings programme of **£2.007m** by April 2025, a large proportion of which is expected to be delivered through re-designs of service operating models. This will include reduced provision of some services to directorates across the organisation and a reduction in workforce in some areas. However, it is expected that staff reductions will be achieved through natural turnover, as far as possible. A smaller proportion of savings are expected through income generating activity, and through the implementation, by services, of more efficient systems and processes.

Communications and Engagement

39. The savings for this service will be achieved through a re-design of the operating model across the professional areas of Communications, Marketing and Insight and Engagement, alongside efficiencies achieved through a further review (and automation where possible) of current systems and processes. The future operating model will predominately focus on supporting delivery of the organisation's strategic objectives and priorities. This proposal is expected to contribute £410,000 towards the directorate's savings programme for 2025.

Emergency Planning and Resilience

40. The savings for this service will be achieved through the introduction of system and process efficiencies, resulting in a small reduction in the overall level of resource across the team. These changes will be supported through further strengthening business resilience skills and knowledge across the wider organisation. This proposal is expected to contribute £20,000 towards the directorate's savings programme for 2025.

Democratic and Member Services, and Information Compliance

41. The savings for this service will be achieved through a review of the operating model across the wider service, resulting in a reduction in the overall management capacity in the team. This is expected to contribute £50,000 towards the directorate's savings programme for 2025.

HR and Organisational Development, including Education Personnel Services and Corporate Health and Safety

42. **HR and Organisational Development (OD)** – A review of the operating model across these functions will seek to drive out further efficiencies, and to continue to reduce internal demand on the service through greater automation and standardisation of processes, and self-service by managers, leading to a reduction in overall capacity in the service. Changes are expected to achieve savings of £1.162m towards the directorate’s savings programme for 2025.
43. **Education Personnel Services** – An increase in income generation activities to extend the Education Jobs Platform offer more widely to other local authority areas, is expected to contribute £100,000 towards the directorate’s savings programme for 2025.
44. **Corporate Health and Safety** – A review of the services’ operating model will seek to reduce internal support to directorates, through greater automation and standardisation of processes, and opportunities for managers to self-serve support. In addition, the service will seek an increase in income generating opportunities to recover the cost of providing Health & Safety advice and support to Hampshire schools, and to grow additional income e.g., from Districts. These changes are expected to contribute £75,000 towards the directorate’s savings programme for 2025.
45. In total, it is expected that a contribution of £1.337m in total will be made across these service areas.

Legal Services

46. The savings for this service will be achieved largely through reducing internal support and demand for legal services that, in turn, releases capacity for generating external income. A review of the operating model will also rationalise staff structures and increase the size and scope of managers’ roles. This is expected to contribute £190,000 towards the directorate’s savings programme for 2025.

Key challenges, risks, issues and interdependencies

47. As with other directorates within Corporate Services, the proposed staff reductions are likely to impact the broader County Council with managers being asked to make greater use of self-service and do more for themselves, where this is considered appropriate.

48. It is important to note that Corporate Services directorates will continue to provide internal services that are critical to supporting the wider County Council key objectives and priorities, during the delivery of the wider organisational savings programme to 2025. This includes supporting services to strengthen their business knowledge and skills, and to further embed efficient and consistent ways of working.

Summary Financial Implications

49. The total value of the savings opportunities identified for the directorates is **£7.123m**. The expected cashflow profile for implementation of the savings is set out in the table below.

2024/25 £'000	2025/26 £'000	Full Year Impact £'000
5,239	7,123	7,123

50. Of the £7.123m total savings, £0.946m will be achieved through additional income generation by expanding the scope of existing fees and charges or introducing new fees and charges. A total of £6.177m will be achieved through reductions to expenditure budgets as a result of service efficiencies and reductions.

51. The detailed savings proposals that are being put forward by the directorate are contained in Appendix 1.

Workforce Implications

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

53. Of the 62.5 Full Time Equivalent (FTE) posts that may be affected, it is anticipated that savings for the majority of these will be achieved through natural turnover and voluntary measures within the relevant services and the ending of short-term contracts. The remainder would need to be managed down between now and the implementation date of any changes.

54. The County Council's approach to managing down staff levels in a planned and sensitive way through the use of managed recruitment, redeployment of staff where possible and voluntary redundancy where appropriate, will be continued.

Climate Implications

55. 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.
56. Given that this report deals with savings proposals it is difficult to assess any specific climate change impacts at this stage, but assessments will be undertaken for individual proposals, if appropriate as part of the implementation process.

Consultation, Decision Making and Equality Impact Assessments

57. As part of its prudent financial strategy, the County Council has been planning since March 2022 how it might tackle the anticipated deficit in its budget by 2025/26. As part of the MTFs, which was last approved by the County Council in September 2022 and updated as part of the budget setting process for 2023/24, initial assumptions have been made about inflation, pressures, council tax levels and the use of reserves. Total anticipated savings of £132m are required and directorates were tasked with reviewing all possible opportunities to contribute to bridging this gap.
58. The County Council undertook an open public consultation '*Making the most of your money*' which ran for six weeks from 12 June to 23 July 2023. The consultation was promoted to residents and stakeholders, and asked for views on a range of high-level options that could help to address the shortfall, so that the County Council could take residents' needs into account when considering the way forward.
59. The consultation explained that given the considerable size of the budget gap by 2025, it was likely a combination of the potential options being considered would be needed, given the limited ability the County Council has to generate income and the need to continue to deliver statutory service obligations. For example, the supporting Information Pack explained that the £132m budget forecast took into account an assumed increase in council tax of 4.99% (of which 2% must be spent on Adult social care services), and illustrated the amount of savings that would still be required even if council tax was increased by up to 10%. The Pack also explained that if central government were to support a change to the structure of local government in Hampshire, it would still take several years to fully realise any savings. Residents were similarly made aware that the use of the County Council's reserves (which are retained for service investment and to help manage financial risk) would not

provide a sustainable solution to address ongoing financial pressures. The Pack further explained that if these were used to meet service delivery these would be used up very quickly, and so only temporarily delaying the point at which other savings would need to be found.

60. Executive Lead Members and Chief Officers have been provided with the key findings from the consultation to help in their consideration of the final savings proposals. As the consultation feedback confirms, a number of different approaches are likely to be needed to meet the scale of the financial challenge. Consequently, the County Council will seek to:
- **continue with its financial strategy**, which includes:
 - **targeting resources** on the most vulnerable adults and children
 - **using reserves carefully** to help meet one-off demand pressures
 - **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.
61. Individual Executive Members cannot make decisions on strategic issues such as council tax levels and use of reserves and therefore, these proposals, together with the outcomes of the *Making the most of your money* consultation exercise outlined in appendix 3, will go forward to Cabinet and County Council and will be considered in light of all the options that are available to balance the budget by 2025/26.
62. The proposals set out in Appendix 1 represent suggested ways in which directorate savings could be generated to maximise the contribution to the SP2025 Programme and have, wherever possible, been developed in line with the principles set out above. For example, maximising our opportunity to grow our sold and traded services, by extending services to existing and new clients (e.g within Legal Services, Strategic Procurement and Southern Internal Audit Partnership) or extending our partnership arrangements (e.g. Pensions, Investment and Borrowing Services).
63. Following the Executive Member Decision Days, all final savings proposals will go on to be considered by the Cabinet and Full Council in October and

November – providing further opportunity for the overall options for balancing the budget to be considered as a whole and in view of the consultation findings. Further to ratification by Cabinet and Full Council, some proposals may be subject to further, more detailed consultation.

64. In addition to the consultation exercise, Equality Impact Assessments (EIAs) have been produced for each of the savings proposals outlined in Appendix 1 and these have been provided for information in Appendix 2. These will be considered further and alongside a cumulative EIA by Cabinet and Full Council. The cumulative assessment provides an opportunity to consider the multiple impacts across proposals as a whole and, therefore, identify any potential areas of multiple disadvantage where mitigating action(s) may be needed.
65. Together the *Making the most of your money* consultation and Equality Impact Assessments have helped to shape the final proposals presented for approval in this report.

REQUIRED CORPORATE AND LEGAL INFORMATION:

Links to the Strategic Plan

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

Other Significant Links

Links to previous Member decisions:	
<u>Title</u>	<u>Date</u>
Developing a Medium Term Financial Strategy Template County Council Part I report (hants.gov.uk)	Cabinet - 19 July 2022 County Council – 29 September 2022
Revenue Budget and Precept 2023/24	Cabinet – 7 February 2023 County Council – 23 February 2023
Direct links to specific legislation or Government Directives	
<u>Title</u>	<u>Date</u>

Section 100 D - Local Government Act 1972 - background documents

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

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

EQUALITIES IMPACT ASSESSMENT:

1. Equality Duty

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

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

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

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

2. Equalities Impact Assessment:

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

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

Ref.	Service Area and Description of Proposal	Impact of Proposal	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

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

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

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 staffing required is expected to be achieved through natural turnover as far as possible.	238	696	696	13.0

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
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

Corporate Services Equality Impact Assessments (EIAs) – see accompanying Appendix 2 attachment to this report.

***'Making the most of your money'* public consultation feedback**

1. The County Council undertook an open public consultation *'Making the most of your money'* which ran for six weeks from 12 June to the 23 July 2023. The consultation was promoted to residents and stakeholders through a range of online and offline channels including, but not limited to: the County Council's website, social media channels, Hampshire Perspectives residents' forum and Your Hampshire e-newsletter; in County Council libraries and buildings, at bus stops, and on electronic noticeboards, in countryside parks and Hampshire County Council care settings; via media releases to the local TV, radio and written press; via targeted social media advertising; via direct email contact, and the Leader's Stakeholder (email) newsletter – between which cover a wide range of individuals, groups and organisations across Hampshire (such as Hampshire MPs, district and parish councils, businesses and the education sector, voluntary and community sector groups and organisations, and service providers), which promoted onward dissemination, as well as response. Information Packs and Response Forms were available on-line and in hard copy as standard and Easy Read, with other formats available on request, and a short animation was produced to help people understand the financial context. Comments could also be submitted via email or by letter, and comments on County Council corporate social media posts were also taken into account.
2. The consultation sought residents' and stakeholders' views on a range of proposals that could contribute towards meeting the expected revenue budget shortfall by 2025, as well as the potential impact on residents of the proposals being considered, and any suggestions not yet considered by the County Council. The consultation explained that due to the considerable size of the estimated budget gap by 2025 of £132m, it was likely a combination of the potential options being considered would be needed, given the limited ability the County Council has to generate income and the need to continue to deliver statutory service obligations. For example, the Information Pack illustrated the amount of savings that would still be required even if council tax was increased by up to 10%.
3. The options were:
 - Lobbying central government for legislative change;
 - Using the County Council's reserves;
 - Generating additional income;
 - Introducing and increasing charges for some services;
 - Reducing and changing services;
 - Increasing council tax; and
 - Changing local government arrangements in Hampshire.

4. Information on each of the above approaches was provided in an Information Pack. This set out the limitations for the County Council of each option, if taken in isolation, to achieving required savings. For example, supporting information explained that the £132m estimated budget shortfall took into account an assumed increase council tax of 4.99%, of which 2% must be spent on adult social care services. The Pack also explained that if central government were to support changing local government arrangements in Hampshire, savings would still take several years to be realised. Residents were similarly made aware that the use of the County Council's reserves (which are retained for service investment and to help manage financial risk) would not provide a sustainable solution to address ongoing financial pressures. The Pack further explained that if these were used to meet service delivery these would be used up very quickly, and so only temporarily delaying the point at which other savings would need to be found.
5. Therefore, whilst each option offers a valid way of contributing in-part to meeting the budget shortfall, addressing the estimated £132m gap would inevitably require a combination of approaches.
6. A total of 2,935 responses were received to the consultation – 2,806 via the provided Response Forms and 129 as unstructured responses through email, letter and social media.
7. The key findings from consultation feedback are as follows:
 - Agreement that the County Council should carry on with its **financial strategy** now stands at 60%, compared with 45% in 2021, 52% in 2019, and 65% in 2017. This involves targeting resources on the most vulnerable people; planning ahead to secure savings early and enable investment in more efficient ways of working; and the careful use of reserves to temporarily help address funding gaps and plug additional demand pressures (e.g., for social care).
 - The data suggests that respondents are concerned about the implications of further service changes and charges and increasingly feel that the solution lies with central government.
 - Both data and verbatim comments indicate the respondents want the County Council to continue to lobby central government for a longer-term funding solution for local government, and to allow additional charging in a number of areas:
 - 90% agreed with lobbying for additional funding to deliver social care services for adults and children.
 - 83% agreed profit margins for providers of children's homes should be capped.
 - 81% agreed the underlying funding model for county councils should change

- 81% agreed that there should be national consistency in the approach to residential placement fees for children’s social care.
- 79% agreed that there should be an increase in central government funding for highway maintenance and major road and structural repairs.
- 78% agreed that there should national rules on engagement of agency resource to support children’s social work.
- 75% agreed to enable local circumstances to be taken in to account when determining adult social care provision.
- 68% agreed to allow a move to locally devised policies and means testing for Home to School Transport.
- 66% agreed that a review should be undertaken of the range of statutory functions that must be carried by qualified social workers.
- 59% agreed to allow for a deferred payment option for adults’ domiciliary (home) care provision.
- 55% agreed that a small charge should be applied to concessionary travel.
- 52% agreed that a fee should be charged for issuing an Older Person’s Bus Pass.
- 48% agreed that there should be greater council tax setting freedoms (29% disagreed, with the remainder neither agreeing nor disagreeing).
- However, there were exceptions, namely that:
 - Most respondents (68%) did not agree that a nominal fee should be charged for using household waste recycling centres.
- The majority of respondents agreed that the County Council should explore:
 - Changing services to support achievement of savings (69% of respondents).
 - The possibility of changing local government arrangements for Hampshire (62% of respondents).
 - Increasing existing charges for services (54% of respondents).
- The majority of respondents disagreed with the proposal to reduce services (63% disagreed vs 23% who agreed).
- Opinion was divided on the use of reserves and the introduction of new service charges:
 - 45% agreed that reserves should not be used, vs 42% who disagreed.
 - 47% agreed that new service charges for currently free services should be introduced, vs 42% who disagreed.
- 46% of respondents first preference was for the County Council to raise **Council Tax** by less than 4.99%. This compared to 38% of respondents whose first choice was to raise council tax by 4.99% and 18% who would choose an increase of more than 4.99%.

- Suggestions were made by respondents for generating additional income, including making money from unused buildings and land, introduction of charges to service users, selling services to other organisations, and parking charges. Other suggested for alternatives to the budget options presented included improving council efficiency, reducing expenditure, and prioritising spending where it was most needed.
- Just under half of respondents (48%) specified impacts that they felt would arise should the County Council continue with its financial strategy and approve the proposed options. Almost half of these related to financial impacts on household budgets, both due to potential increases in Council Tax (25%) and rising service charges (11%), alongside the broader financial impacts or rises in the cost of living (12%) and other ongoing day-to-day costs (2%).
- More generally, 36% of respondents considered that the proposals would impact on the level of service provided, with particular mention made to service reduction, worsening road conditions, and rising service demand. Social impacts, including poorer mental wellbeing and physical health, as well as a reduced quality of life were also referenced by 19% of respondents.
- Just under half of respondents felt that impacts could arise for the protected equalities characteristic of age (49%), with further impacts on poverty (35%), disability (34%), and rurality (25%) also commonly mentioned. The potential environmental impacts were also noted in around a third of the comments submitted (31%).
- The 129 unstructured responses to the consultation, submitted via letter / email or on social media, primarily focussed on the perceived impacts of the proposals, stating concern about reductions to services and potential impacts on vulnerable groups, and the financial impact on other organisations, but recognising the budgetary pressures and the need to reduce some services. A smaller number of respondents noted that services were underfunded, and the need to lobby central government for additional funding.

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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.

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	<i>EIA – EP01</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	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>

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 (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	EIA – L01 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

<p>Please explain the new/changed service/policy/project</p>	<p>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.</p>
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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.

HAMPSHIRE COUNTY COUNCIL

Report

Committee:	Hampshire 2050, Corporate Services and Resources Select Committee
Date:	25 September 2023
Title:	Work Programme
Report From:	Director of People and Organisation

Contact name: Louise Barker, Democratic and Members Services

Tel: 0370 779 1898 **Email:** louise.barker2@hants.gov.uk

Purpose of the Report

1. To consider the Committee's forthcoming work programme.

Recommendation

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

REQUIRED CORPORATE OR LEGAL INFORMATION:

Links to the Strategic Plan

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

Section 100 D - Local Government Act 1972 - background documents	
<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:

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

3. Climate Change Impact Assessment:

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

WORK PROGRAMME – HAMPSHIRE 2050, CORPORATE SERVICES AND RESOURCES SELECT COMMITTEE

Topic	Issue	Reason for inclusion	Status and Outcomes	25 Sept 2023	30 Nov 2023	22 Jan 2024
Pre-scrutiny	Consideration of revenue budgets for H2050 and Corporate Services	To pre-scrutinise the budget proposals, prior to approval by the Executive Member	Considered annually in advance of Council in February. Saving Proposals pre-scrutiny alternate years at Sept meeting.	X		X
Budget Monitoring		<p>(a) End of Year Financial Report considered at summer meeting, to see how the budget was managed for the year compared to plan.</p> <p>(b) Medium Term Financial Strategy – considered when appropriate to provide longer term financial context</p>	<p>Last considered October 2022</p> <p>Last considered October 2022</p>			

Topic	Issue	Reason for inclusion	Status and Outcomes	25 Sept 2023	30 Nov 2023	22 Jan 2024
Overview	Serving Hampshire - 2022/23 Year End Performance Report	To monitor how performance is managed corporately and consider the performance information to support identification of areas to focus scrutiny.	Last received June 2022, next update expected summer 2023. Mid-year update due Jan 2024.			X
Overview	Review of the Serving Hampshire Strategic Plan					
Overview	Hampshire 2050 Vision: revalidation report					
Annual Item	Crime & Disorder Duty to review, scrutinise, and report on the decisions made, and actions taken	This duty passed from the Safe & Healthy People Select Committee to this committee in May 2014	Annual update on work of Hampshire Community Safety Strategy Group plus particular focus topic: Child Exploitation - Nov 2018		X	

Topic	Issue	Reason for inclusion	Status and Outcomes	25 Sept 2023	30 Nov 2023	22 Jan 2024
	by 'responsible authorities' under the Crime and Disorder Act.		Reducing Serious Violence - Nov 2019 County Lines – Nov 2021 Restorative justice – Nov 2022			
Annual Item	Collation of Annual Report of Select Committees activity To support oversight of the scrutiny function, and the role of this committee to ensure scrutiny activity is having impact and being evaluated.	The Constitution requires that this committee report to Full Council annually providing a summary of the activity of the select committees	Annual report to this meeting (summer) for submission to Full Council in Autumn			
Annual item	Climate Change Annual Report	Requested at July 2023 mtg to consider report prior to Cabinet mtg in Dec			X	

Topic	Issue	Reason for inclusion	Status and Outcomes	25 Sept 2023	30 Nov 2023	22 Jan 2024
Annual Review	Scrutiny Protocol		First considered in Nov 2022 - Cttee agreed to review on an annual basis		X	
Overview	Local Enterprise Partnerships	Requested by Chairman	Introductory presentation Nov 2018. Chief Executive of both LEPs gave a presentation to Nov 2020 meeting. Retain for future meeting.			

Future suggested items: (date tbc)

- Solent Cluster presentation on decarbonisation
- Learning, Skills, Improvement Plan (LSIP)
- Focus topic on cyber attacks alongside the crime and disorder item (Nov 23)

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