

## NOTICE OF MEETING

<b>Meeting</b>	Policy and Resources Select Committee
<b>Date and Time</b>	Tuesday, 24th September, 2019 at 10.00 am
<b>Place</b>	Wellington Room, Elizabeth II Court South, The Castle, Winchester
<b>Enquiries to</b>	members.services@hants.gov.uk

John Coughlan CBE  
Chief Executive  
The Castle, Winchester SO23 8UJ

## FILMING AND BROADCAST NOTIFICATION

This meeting may be recorded and broadcast live on the County Council's website. The meeting may also be recorded and broadcast by the press and members of the public – please see the Filming Protocol available on the County Council's website.

## AGENDA

### 1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

### 2. DECLARATIONS OF INTEREST

All Members who believe they have a Disclosable Pecuniary Interest in any matter to be considered at the meeting must declare that interest and, having regard to the circumstances described in Part 3 Paragraph 1.5 of the County Council's Members' Code of Conduct, leave the meeting while the matter is discussed, save for exercising any right to speak in accordance with Paragraph 1.6 of the Code. Furthermore all Members with a Non-Pecuniary interest in a matter being considered at the meeting should consider whether such interest should be declared, and having regard to Part 5, Paragraph 2 of the Code, consider whether it is appropriate to leave the meeting while the matter is discussed, save for exercising any right to speak in accordance with the Code.

### 3. MINUTES OF PREVIOUS MEETING (Pages 3 - 6)

To confirm the minutes of the previous meeting held on 13 June 2019.

### 4. DEPUTATIONS

To receive any deputations notified under Standing Order 12.

**5. CHAIRMAN'S ANNOUNCEMENTS**

To receive any announcements the Chairman may wish to make.

**6. TRANSFORMATION TO 2021 (Pages 7 - 158)**

For the Select Committee to scrutinise the proposals for revenue savings for areas within the Policy and Resources budget under the Transformation to 2021 programme, in advance of consideration by the Executive Member for Policy and Resources on the afternoon of 24 September 2019.

**7. STATUTORY GUIDANCE ON OVERVIEW AND SCRUTINY IN LOCAL AND COMBINED AUTHORITIES (Pages 159 - 212)**

To receive a report from the Director of Transformation and Governance on the guidance recently published by the Ministry of Housing, Communities and Local Government regarding overview and scrutiny (O&S) in local and combined authorities.

**8. BROADBAND UPDATE (Pages 213 - 220)**

To receive an update from the Director of Culture, Communities and Business Services on the Broadband programme.

**9. WORK PROGRAMME (Pages 221 - 228)**

To consider a report of the Director of Transformation and Governance – Corporate Services on the Committee's forthcoming Work Programme.

**ABOUT THIS AGENDA:**

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

**ABOUT THIS MEETING:**

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

# Public Document Pack Agenda Item 3

AT A MEETING of the Policy and Resources Select Committee of HAMPSHIRE  
COUNTY COUNCIL held at The Castle, Winchester on Thursday 13th June  
2019

Chairman:

\* Councillor Jonathan Glen

Councillor Keith Evans	* Councillor Bruce Tennent
Councillor Adam Carew	* Councillor Michael Westbrook
* Councillor Fran Carpenter	* Councillor Bill Withers Lt Col (Retd)
Councillor Adrian Collett	* Councillor Andrew Gibson
* Councillor Roger Huxstep	
* Councillor Peter Latham	
* Councillor Anna McNair Scott	
Councillor Kirsty North	
* Councillor Russell Oppenheimer	
* Councillor Jackie Porter	

\*Present

## **In attendance with the agreement of the Chairman**

p Councillor Keith Mans

p Councillor Stephen Reid

## **86. APOLOGIES FOR ABSENCE**

Apologies were received from Councillors Adrian Collett, Keith Evans and Kirsty North. Councillor Andrew Gibson attended the meeting as the Conservative substitute member.

## **87. DECLARATIONS OF INTEREST**

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

Councillors Fran Carpenter and Roger Huxstep declared an interest in Item 10 on the agenda as they are members of the proposed Orchard Close Respite Unit, Hayling Island Task and Finish Group.

**88. MINUTES OF PREVIOUS MEETING**

The minutes of the meeting held on 7 March 2019 were agreed as a correct record and signed by the Chairman.

**89. DEPUTATIONS**

There were no deputations on this occasion.

**90. CHAIRMAN'S ANNOUNCEMENTS**

The Chairman welcomed both Councillors Kirsty North and Fran Carpenter onto the Committee and advised Members that regrettably Councillor North was unable to attend her first meeting due to a prior commitment.

**91. HAMPSHIRE 2050 COMMISSION - NEXT STEPS**

The Committee received and noted a verbal update from the Director of Economy, Transport and Environment on the latest position and next steps for the Hampshire 2050 Commission. A short video of the Commission's work was also shown to Members, which particularly focussed on Hampshire's environment and quality of place.

The Director went on to outline the timetable for the Commission's work which would culminate in an All Member Briefing with the Hampshire 2050 Commissioners taking place on Monday 23 September 2019. This session would be followed by an Extraordinary County Council meeting.

At the invitation of the Chairman, the Leader of the Council reported that this Committee had an important role to play in how the County Council responds to the Commission's findings.

**92. 2018/19 - END OF YEAR FINANCIAL REPORT**

The Committee considered a report of the Director of Corporate Resources – Corporate Services providing a summary of the 2018/19 Final Accounts (Item 7 in the Minute Book).

Members were taken through the presentation slides showing the End of Year Final Accounts including an additional slide on High Needs Block funding. The key points were highlighted and Members asked questions for clarification and discussed the financial position.

Following the debate, it was:

**RESOLVED:**

That the Policy and Resources Select Committee supports the recommendations to Cabinet set out in the 2018/19 End of Year Financial Report.

93. **SERVING HAMPSHIRE - 2018/19 PERFORMANCE REPORT**

The Committee considered a report of the Chief Executive and Head of Law and Governance giving details of the County Council's performance against the Serving Hampshire Strategic Plan for 2017-2021 (Item 8 in the Minute Book).

The Chief Executive highlighted the main points of the report including the Emergency Hospital Admissions for intentional self harm and the mitigations, which include:

- Review of self-harm pathways to improve assessment and identification of people "at risk"
- Pilot to develop effective model of support and care

Members attention was also drawn to the Equality update which showed that the County Council had participated in the "Inclusive Employers Inclusion Standard" and was awarded Bronze and that existing Employees networks had been strengthened. The Chief Executive now chaired the Strategic Inclusion and Diversity Steering Group.

The 'outstanding in all areas' Ofsted inspection outcome in Children's Services was also referenced.

The findings of the 2018/19 Local Government and Social Care Ombudsman report were drawn to the attention of Committee, who noted that the vast majority of complaints were not investigated further and that Hampshire typically received fewer complaints than comparator Councils.

During consideration of this item, a query was raised about the possible inclusion of statistics relating to Apprenticeships into future performance reports. The Chief Executive agreed that these could be included going forward.

**RESOLVED:**

That the Policy and Resources Select Committee notes:

- i. the County Council's performance for 2018/19;
- ii. the feedback from the employee survey on health and wellbeing, and next steps;
- iii. the progress to advance inclusion and diversity; and
- iv. the findings of the 2018/19 Local Government and Social Care Ombudsman report.

94. **ANNUAL REPORT OF THE SELECT COMMITTEE**

The Committee considered a report of the Director of Transformation and Governance – Corporate Services seeking approval of the Annual Scrutiny Report setting out the work of each of the Select Committees over the last year (Item 9 in the Minute Book).

It was noted that the Health and Adult Social Care Select Committee provides a separate annual report to County Council.

**RESOLVED:**

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

95. **APPROVAL OF TASK AND FINISH GROUP**

The Committee considered a report of the Director of Transformation and Governance seeking approval to setting up a Task and Finish Group from the Health and Adult Social Care Select Committee regarding Orchard Close Respite Unit in Hayling Island (Item 10 in the Minute Book).

**RESOLVED:**

1. That the Policy and Resources Select Committee supports the proposed Task and Finish Group being undertaken by the Health and Adult Social Care Select Committee to feed in to the consideration of options relating to the future of the Orchard Close respite unit on Hayling Island.
2. That the Select Committee notes that under paragraph 3 of the Terms of Reference, should the HASC wish to scrutinise issues relating to Trust, it can do so, and would need to make recommendations on these aspects to the Executive Member for Policy and Resources.

96. **WORK PROGRAMME**

The Chairman presented the proposed work programme for the Select Committee, as updated since the last meeting (Item 11 in the Minute Book).

**RESOLVED:**

That the Work Programme for the coming year be agreed.

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Chairman,

## HAMPSHIRE COUNTY COUNCIL

### Report

<b>Committee:</b>	Policy and Resources Select Committee
<b>Date:</b>	24 September 2019
<b>Title:</b>	Transformation to 2021 – Revenue Savings Proposals
<b>Report From:</b>	Chief Executive, Director of Transformation and Governance, Director of Culture, Communities and Business Services, Deputy Chief Executive and Director of Corporate Resources

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01962 845038      [patrick.blogg@hants.gov.uk](mailto:patrick.blogg@hants.gov.uk)

### Purpose of this Report

1. The purpose of this report is to outline the detailed savings proposals for Policy and Resources that have been developed as part of the Transformation to 2021 (Tt2021) Programme.
2. The report also provides details of the Equality Impact Assessments (EIAs) that have been produced in respect of these proposals and highlights where applicable, any key issues arising from the public consultation exercise that was carried out over the summer and how these have impacted on the final proposals presented in this report.
3. The Executive Member is requested to approve the detailed savings proposals for submission to Cabinet in October and then full County Council in November, recognising that there will be further public consultation for some proposals.

### Recommendations

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

Either:

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

Or:

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

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



## HAMPSHIRE COUNTY COUNCIL

### Decision Report

<b>Decision Maker:</b>	Executive Member for Policy and Resources
<b>Date:</b>	24 September 2019
<b>Title:</b>	Transformation to 2021 – Revenue Savings Proposals
<b>Report From:</b>	Chief Executive, Director of Transformation & Governance, Director of Culture, Communities & Business Services, and Deputy Chief Executive & Director of Corporate Resources

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### Purpose of this Report

1. The purpose of this report is to outline the detailed savings proposals for Policy and Resources that have been developed as part of the Transformation to 2021 (Tt2021) 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 Policy and Resources that have been developed as part of the Transformation to 2021 (Tt2021) Programme.
4. The report also provides details of the Equality Impact Assessments (EIAs) that have been produced in respect of these proposals and highlights where applicable, any key issues arising from the public consultation exercise that was carried out over the summer and how these have impacted on the final proposals presented in this report.
5. The Executive Member is requested to approve the detailed savings proposals for submission to Cabinet in October and then full County Council

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

### **Contextual information**

6. Members will be fully aware that the County Council has been responding to reductions in public spending, designed to close the structural deficit within the economy, since the first reductions to government grants were applied in 2010/11 and then as part of subsequent Comprehensive Spending Reviews (CSRs).
7. Whilst the County Council understands the wider economic imperative for closing the structural deficit, the prolonged period of tight financial control has led to significant reductions in government grant and the removal of funding that was historically provided to cover inflation, coupled with continued underfunding for demand pressures. At the same time the County Council has also had to respond to inflationary and growth driven increases in costs across all services, but in particular adults' and children's social care.
8. One of the key features of the County Council's well documented financial strategy and previous savings programmes has been the ability to plan well in advance, take decisions early and provide the time and capacity to properly implement savings so that a full year impact is derived in the financial year that they are needed.
9. This strategy has enabled the County Council to cushion some of the most difficult implications of the financial changes which have affected the short term financial viability of some County Councils, with Surrey previously considering a referendum for a 15% council tax increase and the well publicised financial issues facing Northamptonshire whose Director of Finance issued a Section 114 notice in February 2018, imposing spending controls on the council.
10. This approach has also meant that savings have often been implemented in anticipation of immediate need providing resources both corporately and to individual departments to fund investment in capital assets and to fund further change and transformation programmes to deliver the next wave of savings.
11. Whilst this has been a key feature of previous cost reduction programmes it was recognised that the Transformation to 2021 (Tt2021) Programme, the fifth major cost reduction exercise for the County Council since 2010, would be even more challenging than any previous transformation and efficiency programme against the backdrop of a generally more challenging financial environment and burgeoning service demands.

12. Unsurprisingly, the Tt2021 Programme is building seamlessly on from the Transformation to 2019 (Tt2019) Programme, with projects and programmes of work set to go further and harder in a number of areas as the search for an additional £80m of savings (combining cost reduction and income generation) develops.
13. The Tt2021 work has been taken forward without any impacts for Tt2019 delivery with the Corporate Management Team (CMT) setting appropriate time aside for the Tt2021 planning process whilst maintaining a continued strong grip on Tt2019.
14. What is different to previous years however is the fact that the profile of delivery for the Tt2019 Programme is back loaded, with some changes not being delivered at all until well after 2019/20. Secured savings exceeded the £100m mark in the first quarter of 2019 which represented another major milestone for the Programme. However, this leaves £40m to deliver and as we move ahead we know that the remaining savings areas will be the most difficult to secure.
15. Whilst sufficient resources have been set aside to cover this delayed implementation the need to commence the successor programme does therefore mean that there will be overlapping change programmes which is another significant difference. This does increase the overall risk in the budget going forward and there is clearly no room for complacency especially as implementation and delivery of Tt2021 will begin to run alongside the Tt2019 Programme and strong focus will be required to ensure simultaneous delivery of both.
16. Departments have looked closely at potential opportunities to achieve the required savings and unsurprisingly the exercise has been extremely challenging because savings of £480m have already been driven out over the past nine years, and the fact that the size of the target (a further 13% reduction in departmental cash limited budgets) requires a complete “re-look”; with previously discounted options having to be re-considered. It has been a significant challenge for all departments to develop a set of proposals that, together, can enable their share of the Tt2021 Programme target to be delivered.
17. The opportunity assessment and planning work has confirmed the sheer complexity and challenge behind some of the proposals, which means in a number of areas more than two years will be required to develop plans and implement the specific service changes.
18. The cashflow support required to manage the extended delivery timetable for the Tt2021 Programme will in the most part be met from departmental cost of change reserves but further funding of £32m to provide for necessary

investment and the later delivery has already been factored into the requirements for the Grant Equalisation Reserve going forward. This provision will be considered as part of the updated Medium Term Financial Strategy (MTFS) that will be reported in October.

19. The County Council undertook an open public consultation called Serving Hampshire – Balancing the Budget which ran for six weeks between 5 June – 17 July. The consultation was widely promoted to stakeholders and residents and asked for their views on ways the County Council could balance its budget in response to continuing pressures on local government funding, and still deliver core public services.
20. The consultation was clear that a range of options would be needed to deliver the required £80m of savings by 2021. Therefore, whilst each option offers a valid way of contributing in-part to balancing the budget – plugging the estimated £80m gap in full will inevitably require a combination of approaches. For example, the Information Pack illustrated the amount of savings that would still be required even if council tax was increased by up to 10%. It explained that the £80m estimated budget shortfall took into account an assumed increase in 'core' council tax of 4.99% in both 2020/21 and 2021/22. The Pack also explained that if central government were to support changing local government arrangements in Hampshire, savings would still take several years to be realised. Residents were similarly made aware that the use of reserves would only provide a temporary fix, providing enough money to run services for around 27 days.
21. As the consultation feedback confirms, a number of different approaches are likely to still be needed to meet the scale of the financial challenge. Consequently, the County Council will seek to:
  - **Continue with its financial strategy**, which includes:
    - **targeting resources** on the most vulnerable adults and children
    - **using reserves carefully** to help meet one-off demand pressures
  - **Maximise income generation** opportunities;
  - **Lobby central government** for legislative change to enable charging for some services;
  - **Minimise reductions and changes to local services** wherever possible, including by raising council tax by 4.99%;
  - Consider further the opportunities for **changing local government arrangements** in Hampshire.
22. Executive Members and Chief Officers have been provided with the key findings from the consultation to help in their consideration of the final savings proposals for this report. Responses to the consultation will similarly help to inform the decision making by Cabinet and Full Council in October and

November of 2019 on options for delivering a balanced budget up to 2021/22, which the Authority is required by law to do.

23. In addition, Equality Impact Assessments have also been produced for all of the detailed savings proposals and these together with the broad outcomes of the consultation and the development work on the overall Tt2021 Programme have helped to shape the final proposals presented for approval in this report.

## **Budget Update**

24. Members will be aware that 2019/20 represented the final year of the current Spending Review period and that no indication has previously been provided by Government about the prospects for local government finance beyond this time. Although a further 4 year Spending Review had originally been planned for the summer of this year, this was impacted by Brexit and the national political situation.
25. In recent years, significant lobbying of the Government has been undertaken by Hampshire and the wider local government sector in order to ask them to address the financial pressures we are facing and to convince them to provide an early indication of the financial position beyond 2019/20 to aid medium term financial planning and to address the more immediate issue of budget setting for 2020/21. Whilst the news of a single year settlement was not welcome, it was not unexpected and was partly balanced by the promise of an early indication of the 'settlement' for local government.
26. The Spending Round announcement took place on 4 September and the key issues from a Hampshire perspective were:
- £2.5bn nationally for the continuation of existing one off grants across social care services (worth around £38.5m to Hampshire) most of which had already been assumed in the MTFS;
  - An extra £1bn for adults' and children's social care services, representing between £15m and £20m to Hampshire depending on the distribution methodology, which will be consulted upon;
  - Core council tax of 2% and the continuation of a 2% adult social care precept. This is below our assumptions in the MTFS and would lose the County Council around £12m of recurring income over the two years of the Tt2021 Programme;
  - Additional funding for schools, which includes extra funding for Special Educational Needs of £700m. If this was distributed on the same basis as previous additional grant, our share would be around £16.8m and would help to address the future growth in this area, but does not

provide a solution to the cumulative deficit position schools will face at the end of 2019/20.

27. The content of the proposed settlement and the issues it addressed were pleasing to see as they mirrored the key issues that we have been consistently raising for some time directly with the Government and through our local MPs.
28. In overall terms, there is a net resource gain to the County Council, albeit that is only for one year at this stage. However, the cost pressures we face, particularly in adults and children's social care services are significantly outstripping the forecasts that were included in the original Tt2021 planning figures.
29. Without the additional injection of funding, the County Council would have faced a revised deficit position well in excess of £100m by 2021/22, but the additional resources bring us back to a broadly neutral position.
30. More detail will be provided in the update of the MTFS and as part of the Member briefings that will take place as part of the Tt2021 decision making process.

### **Transformation to 2021 – Departmental Context**

31. The savings target for Policy and Resources is £7.950m (£4.568m for Corporate Services, and £3.382m for Culture, Communities and Business Services (CCBS)).
32. Following on from the successful delivery of the Transformation to 2019 programme of efficiency savings, Departmental Management teams within Policy and Resources have identified a number of further transformation opportunities that will seek to deliver this target.
33. These opportunities have been developed with the intention of further building on previous efficiencies delivered, but also to explore where departments can deliver new savings (and maximise income generation), considering continuing and challenging funding reductions.
34. Further details of these proposals are outlined within the following paragraphs. Some CCBS services are part of the portfolios of the Executive Member for Recreation and Heritage and the Executive Member for Countryside and Rural Affairs. Where CCBS budgets have therefore been subject to Decisions by these Executive Members they are reported here for the sake of completeness.

## Corporate Services

35. The proposed Transformation programme for Corporate Services will focus on the delivery of efficiency savings required by April 2021, but will also continue to build on, and further improve where possible, changes to the delivery of key support services implemented as part of the Transformation to 2017 and 2019 programme's.
36. However, it is important to note that Corporate Services teams will continue to provide critical support to other Departments during the delivery of their own Transformation programmes, the potential timeframes for which are expected to extend beyond April 2021 in places. As such, this will also mean that these supporting resources will need to be in place for longer, placing an additional burden on these teams.
37. Whilst in relative terms Policy and Resources Departments are in quite a strong financial position, pressure continues to build in these areas, especially following the further reduction in the budget for 2019/20.
38. In addition, as a proportion of the savings for Corporate Services will be delivered through a reduction in staff, many of the proposals are likely to result in a change to the way in which other departments receive support from Corporate Services teams.

### *Corporate Resources:*

39. Corporate Resources includes the following services:
  - Finance and Pensions;
  - HR and Workforce Development;
  - Integrated Business Centre (IBC) - providing transactional services such as payroll, payments to suppliers, and resourcing services;
  - Hantsdirect – providing telephone, web and email contact services on behalf of the County Council;
  - Information Technology;
  - Internal Audit.
40. The department has a Transformation to 2021 **savings target of £3.817m**, a proportion of which is expected to be delivered through changes to service operating models which will lead to a reduction in workforce. This could impact the broader County Council through expecting managers to make greater use of self-service and do more for themselves, where this is considered appropriate.

41. However, in addition to providing these services to the County Council, Corporate Resources also shares a number of these with our partners Hampshire Constabulary, Hampshire Fire and Rescue Service, Oxfordshire County Council, and more recently the London Borough of Hammersmith & Fulham, Westminster City Council and Royal Borough of Kensington & Chelsea. Growth of our Shared Services Partnership delivers cashable savings for each of the partners (including the County Council), as well as increasing the capacity and resilience of our Corporate Resources operating model. This remains therefore, a key focus for the department's future transformation strategy.
42. Further information on the specific initiatives and proposed changes to deliver the overall savings target is provided in the following paragraphs.
43. **Finance and Pensions** - Further changes will be made to the Finance Service operating model to drive out additional efficiencies, and reduce demand on the service through greater automation, standardisation and self-service for budget managers.
44. In addition, increased partnership contributions already achieved as a result of on boarding recent partners into the Shared Services Partnership, as well as the provision of pension administration services for West Sussex County Council, are expected to further contribute.
45. Overall, these changes are expected to contribute **£338,000** towards the department's savings target for Tt2021.
46. **HR and Workforce Development** - Further changes to our HR operating models, together with further streamlining business process and optimisation of existing technology, is expected to contribute a further **£278,000** to the Tt2021 savings target.
47. **Integrated Business Centre (IBC)** - Increased partnership contributions as a result of the recent on boarding of three London Boroughs into the Shared Services Partnership are expected to contribute income of **£314,000** toward the departments Tt2021 savings target.
48. **Hantsdirect** - Further savings will be achieved through the delivery of a customer contact strategy, focused on reducing or removing unnecessary contact in to the County Council, and improving services and management of customer queries. This will also include improvements to our existing on-line services (e.g. those accessed through Hantsweb, the County Council's website), encouraging a further shift towards more effective and efficient contact services and channels. Delivery of the strategy is expected to contribute a further **£336,000**.



49. **Information Technology** - A range of proposals are suggested to deliver savings within the IT service. These include:
- Reviewing IT's approach to service management to ensure best practice and achieve better alignment between cost and organisational priorities;
  - Reviewing a range of commercial contracts to deliver further savings through rationalisation, improved governance and good practice;
  - Continuing the rationalisation and modernisation of the Council's IT desktop and data centre services.
50. In addition, IT have increased their Shared Services Partnership contributions as a result of on boarding three London Boroughs, which has further contributed. IT also overachieved against their previous Tt2019 recurring savings target by £210,000.
51. Overall, IT expect to contribute **£2.188m** toward the department's savings target.
52. **Internal Audit** - Further growth of the Southern Internal Audit Partnership to incorporate additional public sector partners / clients will contribute **£63,000** towards the department's savings target.
53. **Corporate Resources Transformation & Programme Management** - The Transformation and Programme Management team currently support the development and implementation of a range of Shared Services improvements and priorities, alongside the transformation of Corporate Resources. In future it is proposed that a proportion of the expenditure incurred by for team will be charged to the Shared Services Partnership's development fund, to reflect the cost of resources which support delivery of the Partnership's strategic priorities.
54. This change is expected to contribute **£300,000** toward the department's savings target.

*Transformation & Governance:*

55. Transformation and Governance (T&G) comprises Law and Governance (L&G), the Transformation Practice (TP) and Strategic Procurement (SP). T&G has a **savings target of £630,000**.
56. The savings proposals continue with a strategy started in previous cost reduction programmes insofar as it combines further efficiencies from changes to service operating models and increased levels of income from

greater levels of traded services in Legal Services TP and Strategic Procurement.

57. Legal Services has been successful in retaining and adding to the numbers of professional staff and making sustainable changes to the levels of support provided internally so that sold service opportunities can be pursued with partners across the public sector.
58. In Strategic Procurement there are also sold service opportunities that are being progressed with some early successes suggesting that there is further growth available.
59. Across all business areas, productivity gains will be achieved through redesigned or improved business processes and working differently, enabled by new devices and technology platforms that have been introduced over the past few years as part of the County Council's Digital programmes. The benefits realised will be 'cashed' in the form of staff reductions and/or redirected to external revenue generation. The key risks within the T&G proposals relate to business development insofar as for Legal Services, the Transformation Practice and Strategic Procurement, they will all have to compete with private sector providers. If the services are unable to meet their targets, then they will need to reduce costs through staff reductions to meet the savings target. Also, for Legal Services, releasing capacity to generate external income is largely dependent on establishing new levels of services for Departments at a time of potentially increasing demand due to transformation.

*Customer Engagement Service:*

60. The Customer Engagement Service comprises Marketing and Advertising, Corporate Communications and Insight and Engagement (including public consultation and engagement, behaviour change research, corporate performance, and a range of strategic partnerships and policy agendas - such as the Armed Forces, the Voluntary Sector, community safety and equalities). These support services sit alongside the Chief Executive's and Leader's offices. The Customer Engagement Service has a total **savings target of £121,000** by April 2021.
61. Building on the approach taken to previous transformation programmes, the required savings will be achieved through:
  - Further operating model changes, expected to result in a c.10% reduction in staff, and;
  - Generating additional income by charging for services and increasing external trading in the areas of consultation, engagement, insight and social marketing.

## Culture, Communities and Business Services

62. CCBS has taken a targeted approach to identifying its transformation opportunities, defining the strategic direction for services that looks beyond 2021.
63. CCBS' savings proposals have been defined against a challenging backdrop. The department currently delivers services that generate £115m of income annually. This income has to be maintained while savings are made and additional income is generated to meet the Tt2021 targets. Services that are generating income to cover all or part of their costs need to work to tight margins and be highly efficient and effective.
64. Services such as Libraries, the Countryside Service including Rights of Way (footpaths and bridleways), and Trading Standards are highly visible to Hampshire residents and have very significant user bases. Changes will be managed carefully and the impacts mitigated as far as possible. However, the proposals for decision will have local impacts that cannot be avoided.
65. The department is continuing to develop and embed core commercial values to ensure maximum public value from all assets and services. There is also a programme of ongoing investment in key IT infrastructure and upskilling of staff in order to exploit new digital tools and platforms.
66. CCBS has established six core programmes to enable delivery of the Tt2021 savings. These are:
  1. **Libraries:** The savings target for the Library Service is **£1.760m**. This budget is within the Executive Member for Recreation and Heritage portfolio and further details are in the budget decision paper considered by the Executive Member on 19th September 2019.
  2. **Property Services:** Required savings of **£450,000** will be met through increased income generation and further operational efficiencies. Additional income will be generated from the fourth generation Southern Construction Framework (launched in April 2019), and the development of a new regional consultancy framework. Income is also planned from increased provision of energy services to partners.

Efficiencies will be derived from the implementation of new ways of working and through maximising digital technology including a new Asset Management System. A revised Integrated Facilities Management (FM) model for delivery of FM services to HCC and

partners is integral to this. Other changes will include greater focus on chargeable activities and service efficiencies particularly in relation to the Estates Management services.

3. **Regulatory Services:** Trading Standards, Registration, Scientific, Asbestos and Coroner's will deliver efficiencies totalling **£350,000** through revised operating models, a review of the service portfolio and a review of the non-statutory elements of services, particularly within Trading Standards.

Additional income will be delivered through increased statutory charges within Registration, which came into effect in spring 2019; the provision of a new drone service to deliver a range of inspections by the Asbestos team, and through new business opportunities across Scientific Services and Trading Standards, underpinned by a robust business planning process.

4. **The Countryside Service:** The savings target for the Countryside Service is **£300,000**. This budget is within the portfolios of the Executive Member for Recreation and Heritage and the Executive Member for Countryside and Rural Affairs. Full details are in the budget decision papers considered by the Executive Members on 19<sup>th</sup> September 2019.
5. **Archives and Records:** The savings target for the Archives and Records service is **£90,000**. This budget is within the Executive Member for Recreation and Heritage portfolio and further details are in the budget decision paper considered by the Executive Member on 19<sup>th</sup> September 2019.
6. **Efficiencies:** A further **£432,000** will be realised through efficiency initiatives. Principally this focuses on funding reductions for Grants and previously agreed budget reductions for Arts and Museums grant funding.

67. For the above proposals there may be benefits to Adults' Health and Care in elements of the libraries proposals because they present opportunities for co-location and for service provision at the heart of local communities, and these are being explored.
68. The review of statutory and non-statutory services in Trading Standards has the potential to impact Adults' Health and Care if non-statutory services such as safeguarding vulnerable adults against financial abuse are reduced or removed, and the potential impacts of these options are captured within the EIA.
69. Partners may be impacted where changing operating models touch joint service delivery. Elements of CCBS' proposals represent opportunities for partners through co-location and scope for shared service delivery where

appropriate. Developing models such as Property's Integrated FM service are intended to deliver service resilience and economies of scale for partners and HCC, reinforcing the benefits of the Shared Services model between HCC, Hampshire Constabulary and Hampshire Fire and Rescue Service in particular.

70. Over half of CCBS' savings target sits within the Library Service. This represents a risk given the history of public resistance to Library Service changes.
71. The financial constraints of many partners and business customers, including schools, Local Authorities and other public sector organisations, are similar to those of the County Council. Services such as Property and Asbestos Management have a significant dependency on funding from the Council's own capital programme, and reductions in this would impact services negatively.
72. External factors such as Brexit continue to create uncertainty for several services such as Countryside and Trading Standards, with the possibility of changes to funding, legislation and short and long term demand.
73. The implementation of IT projects will be critical to the delivery of various of the Tt2021 savings within CCBS. IT infrastructure such as an FM helpdesk, the implementation of a Memberships and Bookings systems, core system re-procurements, and the exploitation of marketing tools such as Hybris (our digital marketing platform), are vital to achieving efficiencies to realise savings or drive income.
74. Services have a high dependency on staff adopting new ways of working, often underpinned by technology solutions. Cultural and practical changes to ways of working take time to adopt which can compound the issue of workforce capacity to deliver ongoing change across multiple initiatives. A workforce development programme is in place to support this cultural and technological change.

## **Summary Financial Implications**

75. The savings target that was set for Policy and Resources was **£7.950m** and the detailed savings proposals that are being put forward to meet this target are contained in Appendix 1.
76. The work already completed to develop these proposals has demonstrated that these are complex in nature and challenging to deliver - in some areas, more than two years will be required to fully develop plans and implement the necessary service changes.

77. In addition, it is recognised that many of the support services will be required to continue to provide support to other departments across the County Council (for example by Corporate Services to support the delivery of broader Tt2021 savings) whilst progressing the delivery of their own savings. This consideration is expected to further influence the timing for when some of these proposals will be fully implemented.
78. Departments expect however to be able to support the cash flow and cost of their transformation though cost of change reserves generated from early planning and delivery of savings, including over achievement of Tt2019 savings. As such, the risk of not delivering is considered to be relatively low.

### **Workforce Implications**

79. Appendix 1 also provides information on the estimated number of reductions in staffing as a result of implementing the proposals.
80. Of the 77 to 117 Full Time Equivalent (FTE) posts that may be affected, it is anticipated that savings for the majority of these will be achieved through natural turnover within the relevant services and the ending of short term contracts. The remainder would need to be managed down between now and the implementation date of any changes.
81. 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.

### **Consultation, Decision Making and Equality Impact Assessments**

82. As part of its prudent financial strategy, the County Council has been planning since June 2018 how it might tackle the anticipated deficit in its budget by 2021/22. As part of the MTFS, which was last approved by the County Council in September 2018, initial assumptions have been made about inflation, pressures, council tax levels and the use of reserves. Total anticipated savings of £80m are required and savings targets were set for departments as part of the planning process for balancing the budget.
83. The proposals in this report represent suggested ways in which departmental savings could be generated to meet the target that has been set as part of the Tt2021 Programme. Individual Executive Members cannot make decisions on strategic issues such as council tax levels and use of reserves and therefore, these proposals, together with the outcomes of the *Serving Hampshire - Balancing the Budget* consultation exercise outlined below, will

go forward to Cabinet and County Council and will be considered in light of all the options that are available to balance the budget by 2021/22.

84. The County Council undertook an open public consultation called *Serving Hampshire – Balancing the Budget* which ran for six weeks from 5 June to the 17 July 2019. The consultation was widely promoted to stakeholders through a range of online and offline channels including: the County Council's website; local media and social media channels; the County Council's residents' e-newsletter *Your Hampshire*; direct mail contact to a wide range of groups and organisations across Hampshire; posters and adverts in County Council libraries, Country Parks, at Hillier Gardens and Calshot Activity Centre; in residential and day care settings, on electronic noticeboards in GP surgeries and healthcare settings. Information Packs and Response Forms were available in hard copy in standard and Easy Read, with other formats available on request. Comments could also be submitted via email, letter or as comments on social media.
85. The consultation sought residents' and stakeholders' views on several options that could contribute towards balancing the revenue budget, and any alternatives not yet considered – as well as the potential impact of these approaches. The consultation was clear that a range of options would be needed to meet the required £80m savings by 2021. For example, the Information Pack illustrated the amount of savings that would still be required even if council tax was increased by up to 10%.
86. The options were:
- Reducing and changing services;
  - Introducing and increasing charges for some services;
  - Lobbying central government for legislative change;
  - Generating additional income;
  - Using the County Council's reserves;
  - Increasing council tax; and
  - Changing local government arrangements in Hampshire.
87. Information on each of the above approaches was provided in an Information Pack. This set out the limitations of each option, if taken in isolation, to achieving required savings. For example, supporting information explained that the £80m estimated budget shortfall took into account an assumed increase in 'core' council tax of 4.99% in both 2020/21 and 2021/22. The Pack also explained that if central government were to support changing local government arrangements in Hampshire, savings would still take several years to be realised. Residents were similarly made aware that the use of reserves would only provide a temporary fix, providing enough money to run services for around 27 days.

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



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

### Proposals following consultation feedback

91. Executive Members and Chief Officers have been provided with the key findings from the consultation to help in their consideration of the final savings proposals. As the consultation feedback confirms, a number of different approaches are likely to still be needed to meet the scale of the financial challenge. Consequently, the County Council will seek to:
- **Continue with its financial strategy**, which includes:
    - **targeting resources** on the most vulnerable adults and children
    - **using reserves carefully** to help meet one-off demand pressures
  - **Maximise income generation** opportunities;
  - **Lobby central government** for legislative change to enable charging for some services;
  - **Minimise reductions and changes to local services** wherever possible, including by raising council tax by 4.99%;

- Consider further the opportunities for **changing local government arrangements** in Hampshire.
92. The proposals set out in Appendix 1 have, wherever possible, been developed in line with these principles. For example maximising our opportunity to grow our sold and traded services, or partnership arrangements.
93. 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.
94. In addition to the consultation exercise, Equality Impact Assessments (EIAs) have been produced for all the savings proposals outlined in Appendix 1 and these have been provided for information in Appendix 2. These will be considered further and alongside a cumulative EIA by Cabinet and Full Council. The cumulative assessment provides an opportunity to consider the multiple impacts across proposals as a whole and, therefore, identify any potential areas of multiple disadvantage where mitigating action(s) may be needed.
95. Together the *Balancing the Budget* consultation and Equality Impact Assessments have helped to shape the final proposals presented for approval in this report.
96. Further consultation will be required around proposals relating to the Library Service, and this will be considered by the Executive Member for Recreation and Heritage.

**CORPORATE OR LEGAL INFORMATION:****Links to the Strategic Plan**

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

**Other Significant Links**

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

**Section 100 D - Local Government Act 1972 - background documents**

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

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

## **IMPACT ASSESSMENTS:**

### **1. Equality Duty**

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

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act;
- Advance equality of opportunity between persons who share a relevant protected characteristic (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

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

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

### **1.2 Equalities Impact Assessment:**

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

### **Impact on Crime and Disorder:**

2. The proposals in this report are not considered to have any direct impact on the prevention of crime and disorder.

### **Climate Change:**

- a) How does what is being proposed impact on our carbon footprint / energy consumption?

Most proposals do not impact on the County Council's carbon footprint / energy consumption, but where service changes are considered / made they will take this into account.

- b) How does what is being proposed consider the need to adapt to climate change, and be resilient to its longer term impacts?

No specific consideration to the need to adapt to climate change, but where service changes are considered/made, they will take this into account.

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

Ref.	Service Area and Description of Proposal	Impact of Proposal	2020/21 £'000	2021/22 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
<b>Corporate Services</b>						
FIN-01	<b>Finance and Pensions</b>  Changes to the operating model to drive out further efficiencies and reduce demand on the service through greater automation, standardisation and self service for budget managers.	Potential impact on some managers in low risk service areas as they will be required to undertake more activities themselves.	50	218	218	3.0 to 5.0
FIN-02	<b>Finance and Pensions</b>  Increased partnership contributions as a result of on boarding three London Boroughs into the Shared Services Partnership and pension administration for West Sussex County Council.	Limited impact although it does mean that for both Finance and Pension Services there are greater expectations for the service supporting wider partnership working.	120	120	120	0.0
HR-01	<b>HR and Workforce Development</b>  Changes to operating models with further business process re-engineering and optimisation of existing technology.	Potential impact on customers of implementing channel shift opportunities. Outcomes from end to end process reviews and improvement programmes could require managers (and provider teams) to take on different activities, using different technology to support reduced demand.	0	278	278	2.0 to 4.0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2020/21 £'000	2021/22 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
IBC-01	<b>IBC</b> Increased partnership contributions as a result of on boarding three London Boroughs into the Shared Services Partnership.	Growth of the shared services partnership will deliver cashable savings for each of the current partners as well as increasing the capacity and resilience of the shared services operating model.	314	314	314	0.0
Page 30 HD-01	<b>Hantsdirect</b> Further reduction of Hantsdirect budgets through delivery of customer contact strategy. This will include improvements to our on-line services to encourage a shift towards more effective and efficient channels.	Improved customer service and query management, including providing a greater choice and improvements in available channels.	0	336	336	10.0 to 12.0
IT-01	<b>Information Technology – service management</b> Review approach to service management to ensure best practice and achieve better alignment between cost and organisational priorities.	Clear accountabilities across the portfolio and management of the service lifecycles. HCC IT will have a defined service catalogue with associated processes defined and agreed. Service risks for new / revised services will be defined and agreed.	0	409	409	10.0 to 12.0
IT-02	<b>Information Technology – contracts</b> Review commercial contracts for further savings through rationalisation and improved governance and good practice.	May require greater levels of contract management and procurement activity going forward.	0	212	212	0.0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2020/21 £'000	2021/22 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
IT-03	<b>Information Technology – desktop and data services</b>  Continuing rationalisation and modernisation of desktop and data centre services.	Limited impact. Users will need to move to a new method of accessing systems. There may be some outage of services as services are moved onto consolidated platforms.	339	1,007	1,007	0.0
IT-04	<b>Information Technology – Shared Services contributions</b>  Increased partnership contributions as a result of on boarding three London Boroughs into the Shared Services Partnership.	No impact	350	350	350	0.0
IT-05	<b>Information Technology</b>  Over achievement of Tt2019 savings targets.	No impact	210	210	210	0.0
Aud-01	<b>Internal Audit</b>  Additional partner contributions - growth of the Southern Internal Audit Partnership to incorporate additional public sector partners / clients.	Increase capacity and contributions. Enables a wider network of local authority engagement with the potential of providing other sold service offerings from across HCC.	63	63	63	0.0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2020/21 £'000	2021/22 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
TT-01	<b>Transformation and Programme Management</b>  A proportion of the expenditure incurred by the Corporate Resources Transformation and Programme Management Team to be charged to the Shared Services Partnership development fund. This will be aligned with the annual strategic development priorities and roadmap agreed with the partnership.	Low impact on HCC - The Corporate Resources Transformation and Programme Management team currently support the development and implementation of a range of Shared Services improvements and priorities. This change will formalise recovery of a proportion of these costs against the partnership development fund.	300	300	300	0.0
L&G1	<b>Law and Governance</b>  Further reductions in printing and posting costs.	More reliance on electronic files and communication. Requirement for a new case management system for Legal Services.	39	39	39	0.0
L&G2	<b>Governance – Information Compliance</b>  Renegotiation of the Health Watch Contract.	Supplier required to provide the service at a lower cost.	92	92	92	0.0
L&G3	<b>Governance - DAMS</b>  Staff cost reduction.	A reduction in the team's staffing capacity requires increased productivity and management of internal demand.	40	40	40	0.0



Ref.	Service Area and Description of Proposal	Impact of Proposal	2020/21 £'000	2021/22 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
L&G4	<b>Governance – Emergency Planning</b>  Emergency planning and resilience offer to HCC schools, academies and Non HCC schools in other areas.	Schools will be better prepared to deal with incidents. Potential positive reputation for HCC and staff development.	50	50	50	0.0
L&G5	<b>Governance – Health and Safety</b>  Health and Safety offer to Academies and other Non HCC schools. Possible external training offer.	Academies and non HCC schools will have access to Health and Safety expertise. Potential positive reputation for HCC and staff development.	50	50	50	0.0
L&G6	<b>Governance - DAMS</b>  Sale of the Education Appeals Service to Academies and Non HCC Schools.	The service will be available to more non -HCC schools and academies.	20	20	20	0.0
L&G7	<b>Legal Services</b>  Further reduction in internal demand to facilitate the provision of sold legal services to external clients.	Further demand management required within HCC to release capacity but will retain expertise and resilience.	120	120	120	0.0
SP 1	<b>Strategic Procurement</b>  Combination of growth and new income streams.	Potential increased travel for staff. Potential positive reputation for HCC. Positive impact on attracting staff to a larger service.	110	170	170	0.0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2020/21 £'000	2021/22 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
TP1	<b>Transformation Practice</b>  Business development strategy that targets public sector organisations in Hampshire to provide transformation and related training, including Lean, Project Management and Change Management.	Potential increased travel for staff. Potential positive reputation for HCC. Potential positive impact on attracting staff to the team.	0	49	49	0.0
Page 34 CES 1	<b>Customer Engagement Service</b>  The Customer Engagement Service will review its operating model to make further headcount reductions of approximately 10% of staff.	Departments, Members and some partners could experience greater delay in accessing support. Service levels may not be maintained, and it could be more difficult to ensure consistent quality.  10% of employees could be impacted by headcount reductions, remaining staff may need to acquire new skills and manage a larger, more diverse portfolio of projects.	106	106	106	4.0
CES 2	<b>Customer Engagement Service</b>  The Customer Engagement Service will seek to generate income through selling its services, prioritising activities that directly support the aims of the County Council.	Partners could benefit from access to expertise on consultation and engagement at a competitive rate.  Internal users may experience greater delay in accessing support, particularly as internal demand is balanced with external commissions.	15	15	15	0.0
<b>Corporate Services Total</b>			<b>2,388</b>	<b>4,568</b>	<b>4,568</b>	<b>29.0 to 37.0</b>

Ref.	Service Area and Description of Proposal	Impact of Proposal	2020/21 £'000	2021/22 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
<b>Culture, Communities and Business Services</b>						
CCBS01	<b>Library Service</b>  Further details on proposals are set out in the budget decision paper considered by the Executive Member for Recreation and Heritage on 19th September. The financial implications are included here for completeness.	Details on the impacts of proposals are in the budget decision paper considered by the Executive Member for Recreation and Heritage on 19th September.	400	1,760	1,760	40.0 to 50.0
Page 35  CCBS02	<b>Property Services</b>  Property Services' opportunities are split between income generation and realising operational efficiencies:  1. Income: Two main income generating opportunities relate to income from frameworks (Southern Construction Framework and a new regional consultancy framework), which have proved successful and reliable in delivering income previously. Income is also sought from increased provision of energy services to partners.  2. Efficiencies: These build on Property's new operating model delivered through Property Futures,	Staff: There is a potential impact to staff as a result of transformation, particularly within FM, where changes to the operating model may result in staff reductions.  In other areas, increased demand may require additional resource. Embedding the new service structure and ongoing changes to ways of working underpinned by technology continue to require culture change in the workforce.  An integrated FM model should provide benefits to building users (in HCC and Partner buildings) through improved customer service.  Partners: Where it impacts partners, service integration is intended to deliver economies of scale and resilience in services, benefitting all parties.  Frameworks provide partners with a trusted and efficient route to supply chains, that is fully compliant with public sector procurement	125	450	450	6.0 to 12.0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2020/21 £'000	2021/22 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
Page 36	by implementing new ways of working and maximising digital technology, including replacing the Asset Management System. A new Integrated FM model, for delivery of FM services to HCC and partners is central to this.  Other changes may include greater focus on chargeable activities and reducing demand for non-chargeable activity or making service delivery more efficient particularly in relation to Estates Management services.	legislation.  A focus on cost recovery for Estates Management services could see reductions in service levels or cost increases for partners purchasing those services.				
	<b>Regulatory Services</b>  Efficiencies: The Regulatory services (Trading Standards, Registration, Scientific, Asbestos and Coroners) will be considered together, with efficiencies delivered through reviews of operating models including staffing, volunteers, business processes, the profitability of the portfolio of services and contracts, as well a focus on reviewing the non-statutory elements of services, particularly within Trading Standards.  Additional income will be delivered through increased statutory charges	There is a potential impact on staff as a result of restructures, alternative operating models and stopping services, which may result in changes to ways of working and/or headcount reductions. New services present training and development opportunities for staff. Ongoing cultural change may be required in line with changes to operating models and a greater focus on income generating activity.  There will be an impact on customers if some services are either stopped or become chargeable or are only available through particular channels i.e. digitally. However, provision of services digitally can also enhance the customer journey.  Changes to operating models, including reducing or stopping certain services, may also impact	166	350	350	0.0 to 10.0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2020/21 £'000	2021/22 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
	within Registration, the provision of a new drone service to deliver a range of inspections by the Asbestos team, and through new opportunities across Scientific Services and Trading Standards.	partnership working and/or other HCC departments e.g. Adult Services regarding Trading Standards support to victims of financial abuse.  Increases in registration fees are applied nationally and have been in effect since February 2019.				
CCBS04	<b>Countryside Service</b>  Full details on proposals are set out in the budget decision papers considered by the Executive Member for Recreation and Heritage and the Executive Member for Countryside and Rural Affairs on 19th September. The financial implications are included here for completeness.	Details on the impacts of proposals are in the budget decision paper considered by the Executive Member for Recreation and Heritage and the Executive Member for Countryside and Rural Affairs on 19th September.	60	300	300	1.0 to 5.0
CCBS05	<b>Archives and Records</b>  Full details on proposals are set out in the budget decision paper considered by the Executive Member for Recreation and Heritage on 19th September. The financial implications are included here for completeness.	Details on the impacts of proposals are in the budget decision paper considered by the Executive Member for Recreation and Heritage on 19th September.	30	90	90	1.0 to 3.0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2020/21 £'000	2021/22 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
CCBS06	<b>CCBS Cross-cutting efficiencies</b>  This opportunity delivers savings through budget reductions for grants to community and cultural organisations, Energise Me and previously agreed budget reductions for Arts and Museums.	There is a potential impact on the public as a result of grant budget reductions. Other budget reductions are in line with existing agreements so affected bodies e.g. Hampshire Cultural Trust, have known and been able to plan for these.	173	432	432	0.0
<b>Culture, Communities and Business Services Total</b>			<b>954</b>	<b>3,382</b>	<b>3,382</b>	<b>48.0 to 80.0</b>
<b>Policy and Resources Total</b>			<b>3,342</b>	<b>7,950</b>	<b>7,950</b>	<b>77.0 to 117.0</b>

**EIAs**

**1. Corporate Services:**

- a. Corporate Resources***
- b. Transformation & Governance***
- c. Customer Engagement Service***

**2. Culture, Communities and Business Services**

***1a. Corporate Services – Corporate Resources***



## Transformation to 2021 proposal details

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

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

**Name of the accountable Officer:** *Rob Carr*

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

**Department:**

Adults' Health and Children's Services  
Care



Corporate  
Services



Culture,  
Communities and  
Business Services



Economy,  
Transport and  
Environment



**Date of assessment:** *8/5/2019*

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

*Detailed*



*Overview*



## Description of service / policy and the proposed change

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

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

**Geographical impact:**

☒ **All Hampshire**

☐ Basingstoke & Deane

☐ East Hampshire

☐ Eastleigh

☐ Fareham

☐ Gosport

☐ Hart

☐ Havant

☐ New Forest

☐ Rushmoor

☐ Test Valley

☐ Winchester

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

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

**Who does this impact assessment cover?**

- ☐ Service users ☒ HCC staff (including partners)

**Engagement and consultation**

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

**Has any pre-consultation engagement been carried out?**

- ☐ Yes ☒ No ☐ No, but planned to take place

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

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

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

**Consideration of impacts**

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

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

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

**Statutory considerations**

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

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

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

**Impact:**  
**Mitigation:**

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

**Impact:** *The staff structure includes a high proportion of women and therefore any reduction in staff numbers may impact on this group more than others*  
**Mitigation:** *Staff consultation will be undertaken with all staff and the impact of reducing staff numbers will be managed as far as possible through natural wastage*

### Other considerations

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

**Impact:**  
**Mitigation:**

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

**Impact:**  
**Mitigation:**

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

### Additional information

Click here for guidance on any other factors to consider.

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

## Transformation to 2021 proposal details

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

**T21 Opportunity Reference:** *HR-01*

**Name of the accountable Officer:** *Nichola Andreassen*

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

**Department:**

Adults' Health and Children's Services  
Care



Corporate  
Services



Culture,  
Communities and  
Business Services



Economy,  
Transport and  
Environment



**Date of assessment:** *8/5/2019*

*Detailed*



*Overview*



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

## Description of service / policy and the proposed change

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

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

**Geographical impact:**

☒ **All Hampshire**

☐ Basingstoke & Deane

☐ East Hampshire

☐ Eastleigh

☐ Fareham

☐ Gosport

☐ Hart

☐ Havant

☐ New Forest

☐ Rushmoor

☐ Test Valley

☐ Winchester

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

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

**Who does this impact assessment cover?**

☐ Service users

☒ HCC staff (including partners)

## Engagement and consultation

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

### Has any pre-consultation engagement been carried out?

☐ Yes

☒ No

☐ No, but planned to take place

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

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

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

## Consideration of impacts

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

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

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

Statutory considerations					
	Positive	Neutral	Low negative	Medium negative	High negative
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
	Positive	Neutral	Low negative	Medium negative	High negative
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					

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

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

**Impact:**  
**Mitigation:**

#### Other considerations

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

**Impact:**  
**Mitigation:**

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

**Impact:**  
**Mitigation:**

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

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

#### Additional information

Click here for guidance on any other factors to consider.

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



## Transformation to 2021 proposal details

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

T21 Opportunity Reference: *IBC-01*

Name of the accountable Officer: *Gary Westbrook*

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

**Department:**

Adults' Health and Children's Services  
Care

☐
☐

Corporate  
Services

☒

Culture,  
Communities and  
Business Services

☐

Economy,  
Transport and  
Environment

☐

Date of assessment: *1/5/2019*

Is this a detailed or an overview EIA?

*Detailed*  
☐

*Overview*  
☒

## Description of service / policy and the proposed change

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

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

**Geographical impact:**

☒ All Hampshire

☐ Basingstoke & Deane

☐ East Hampshire

☐ Eastleigh

☐ Fareham

☐ Gosport

☐ Hart

☐ Havant

☐ New Forest

☐ Rushmoor

☐ Test Valley

☐ Winchester

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

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

**Who does this impact assessment cover?**

☒ Service users

☒ HCC staff (including partners)

## Engagement and consultation

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

### Has any pre-consultation engagement been carried out?

☐ Yes

☒ No

☐ No, but planned to take place

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

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

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

## Consideration of impacts

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

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

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

Statutory considerations					
	Positive	Neutral	Low negative	Medium negative	High negative
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					
	Positive	Neutral	Low negative	Medium negative	High negative
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					

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

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

**Impact:**  
**Mitigation:**

#### Other considerations

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

**Impact:**  
**Mitigation:**

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

**Impact:**  
**Mitigation:**

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

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

#### Additional information

Click here for guidance on any other factors to consider.

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

(optional)

N/A

## Transformation to 2021 proposal details

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

**T21 Opportunity Reference:** *HD-01*

**Name of the accountable Officer:** *Gary Westbrook*

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

**Department:**

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

**Date of assessment:** *9/5/2019*

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

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

## Description of service / policy and the proposed change

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

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

**Geographical impact:**

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

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

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

**Who does this impact assessment cover?**

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

## Engagement and consultation

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

### Has any pre-consultation engagement been carried out?

☐ Yes

☒ No

☐ No, but planned to take place

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

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

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

## Consideration of impacts

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

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

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

Statutory considerations					
	Positive	Neutral	Low negative	Medium negative	High negative
Age	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					
	Positive	Neutral	Low negative	Medium negative	High negative
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					

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

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

Impact:  
Mitigation:

#### Other considerations

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

Impact:  
Mitigation:

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

Impact:  
Mitigation:

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

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

#### Additional information

Click here for guidance on any other factors to consider.

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

(optional)

N/A



## Transformation to 2021 proposal details

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

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

**Name of the accountable Officer:** *Simon Williams*

**Email address of the accountable Officer:** *simon.williams2 @hants.gov.uk*

**Department:**

Adults' Health and Children's Services  
Care



Corporate  
Services



Culture,  
Communities and  
Business Services



Economy,  
Transport and  
Environment



**Date of assessment:** *11/4/2019*

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

*Detailed*



*Overview*



## Description of service / policy and the proposed change

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

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

**Geographical impact:**

☒ **All Hampshire**

☐ Basingstoke & Deane

☐ East Hampshire

☐ Eastleigh

☐ Fareham

☐ Gosport

☐ Hart

☐ Havant

☐ New Forest

☐ Rushmoor

☐ Test Valley

☐ Winchester

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

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

**Who does this impact assessment cover?**

☐ Service users

☒ HCC staff (including partners)

## Engagement and consultation

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

### Has any pre-consultation engagement been carried out?

☐ Yes

☒ No

☐ No, but planned to take place

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

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

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

## Consideration of impacts

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

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

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

Statutory considerations					
	Positive	Neutral	Low negative	Medium negative	High negative
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					
	Positive	Neutral	Low negative	Medium negative	High negative
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					

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

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

Impact:

Mitigation:

### Other considerations

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

Impact:

Mitigation:

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

Impact:

Mitigation:

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

*The proposals are purely back office with limit impact to staff*

### Additional information

Click here for guidance on any other factors to consider.

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

## Transformation to 2021 proposal details

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

**T21 Opportunity Reference:** *IA-01*

**Name of the accountable Officer:** *Neil Pitman*

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

**Department:**

Adults' Health and Children's Services  
Care



Corporate  
Services



Culture,  
Communities and  
Business Services



Economy,  
Transport and  
Environment



**Date of assessment:** *3/5/2019*

*Detailed*



*Overview*



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

## Description of service / policy and the proposed change

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

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

**Geographical impact:**

☒ **All Hampshire**

☐ Basingstoke & Deane

☐ East Hampshire

☐ Eastleigh

☐ Fareham

☐ Gosport

☐ Hart

☐ Havant

☐ New Forest

☐ Rushmoor

☐ Test Valley

☐ Winchester

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

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

**Who does this impact assessment cover?**

☒ Service users

☒ HCC staff (including partners)

## Engagement and consultation

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

### Has any pre-consultation engagement been carried out?

☐ Yes

☒ No

☐ No, but planned to take place

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

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

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

## Consideration of impacts

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

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

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

Statutory considerations					
	Positive	Neutral	Low negative	Medium negative	High negative
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					
	Positive	Neutral	Low negative	Medium negative	High negative
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					

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

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

Impact:  
Mitigation:

#### Other considerations

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

Impact:  
Mitigation:

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

Impact:  
Mitigation:

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

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

#### Additional information

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

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



## Transformation to 2021 proposal details

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

**T21 Opportunity Reference:** *TT-01*

**Name of the accountable Officer:** *Stephanie Randall*

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

**Department:**

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

**Date of assessment:** *29/4/2019*

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

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

## Description of service / policy and the proposed change

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

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

### Geographical impact:

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

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

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

### Who does this impact assessment cover?

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

## Engagement and consultation

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

**Has any pre-consultation engagement been carried out?**

☐ Yes

☒ No

☐ No, but planned to take place

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

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

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

## Consideration of impacts

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

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

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

### Statutory considerations

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

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

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

**Impact:**  
**Mitigation:**

#### Other considerations

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

**Impact:**  
**Mitigation:**

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

**Impact:**  
**Mitigation:**

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

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

#### Additional information

Click here for guidance on any other factors to consider.

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

***1b. Corporate Services - Transformation and Governance***

## Transformation to 2021 proposal details

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

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

**Name of the accountable Officer:** *Paul Hodgson*

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

**Department:**

Adults' Health and Children's Services  
Care



Corporate  
Services



Culture,  
Communities and  
Business Services



Economy,  
Transport and  
Environment



**Date of assessment:** *13/5/2019*

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

*Detailed*



*Overview*



## Description of service / policy and the proposed change

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

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

**Geographical impact:**

☒ **All Hampshire**

☐ Basingstoke & Deane

☐ East Hampshire

☐ Eastleigh

☐ Fareham

☐ Gosport

☐ Hart

☐ Havant

☐ New Forest

☐ Rushmoor

☐ Test Valley

☐ Winchester

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

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

**Who does this impact assessment cover?**

☐ Service users

☒ HCC staff (including partners)

## Engagement and consultation

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

### Has any pre-consultation engagement been carried out?

☐ Yes

☒ No

☐ No, but planned to take place

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

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

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

## Consideration of impacts

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

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

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

Statutory considerations					
	Positive	Neutral	Low negative	Medium negative	High negative
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
	Positive	Neutral	Low negative	Medium negative	High negative
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					

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



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

**Impact:**  
**Mitigation:**

#### Other considerations

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

**Impact:**  
**Mitigation:**

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

**Impact:**  
**Mitigation:**

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

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

#### Additional information

Click here for guidance on any other factors to consider.

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

## Transformation to 2021 proposal details

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

**T21 Opportunity Reference:** *L&G2*

**Name of the accountable Officer:** *Peter Andrews*

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

**Department:**

Adults' Health and Children's Services  
Care



Corporate  
Services



Culture,  
Communities and  
Business Services



Economy,  
Transport and  
Environment



**Date of assessment:**

*17/4/2019*

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

*Detailed*



*Overview*



## Description of service / policy and the proposed change

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

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

**Geographical impact:**

☒ **All Hampshire**

☐ Basingstoke & Deane

☐ East Hampshire

☐ Eastleigh

☐ Fareham

☐ Gosport

☐ Hart

☐ Havant

☐ New Forest

☐ Rushmoor

☐ Test Valley

☐ Winchester

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

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

**Who does this impact assessment cover?**

☒ Service users

☐ HCC staff (including partners)

## Engagement and consultation

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

### Has any pre-consultation engagement been carried out?

☒ Yes

☐ No

☐ No, but planned to take place

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

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

## Consideration of impacts

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

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

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

### Statutory considerations

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

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

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

**Impact:**  
**Mitigation:**

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

**Impact:**  
**Mitigation:**

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

**Impact:**  
**Mitigation:**

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

**Impact:**  
**Mitigation:**

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

**Impact:**  
**Mitigation:**

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

**Impact:**  
**Mitigation:**

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

### Other considerations

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

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

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

### Additional information

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

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

## Transformation to 2021 proposal details

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

**T21 Opportunity Reference:** *DaMS staff cost reduction*

**Name of the accountable Officer:** *Kevin Greenhough*

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

**Department:**

Adults' Health and Children's Services  
Care



Corporate  
Services



Culture,  
Communities and  
Business Services



Economy,  
Transport and  
Environment



**Date of assessment:** *1/5/2019*

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

*Detailed*



*Overview*



## Description of service / policy and the proposed change

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

*DAMS currently provides democratic support to internal departments and to elected Members. It also sells democratic services to Hampshire Fire and Rescue, the River Hamble and the Police and Crime Panel.*

**Geographical impact:**

☒ **All Hampshire**

☐ Basingstoke & Deane

☐ East Hampshire

☐ Eastleigh

☐ Fareham

☐ Gosport

☐ Hart

☐ Havant

☐ New Forest

☐ Rushmoor

☐ Test Valley

☐ Winchester

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

*To improve capacity within the DAMS team through the use of technology and improved business processes in order to ultimately be able to use surplus capacity to seek further income opportunities for the provision of governance related services.*

**Who does this impact assessment cover?**

☐ Service users

☒ HCC staff (including partners)

## Engagement and consultation

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

### Has any pre-consultation engagement been carried out?

☒ Yes

☐ No

☐ No, but planned to take place

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

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

*Initial engagement and discussion has been held with service directors on the aims of the workstream. It is envisaged that there will be ongoing dialogue with departments on any changes to current business processes. It is not envisaged that there will be any impact on the public.*

## Consideration of impacts

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

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

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

Statutory considerations					
	Positive	Neutral	Low negative	Medium negative	High negative
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
	Positive	Neutral	Low negative	Medium negative	High negative
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					

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



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

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

*Capacity will be generated through improved internal efficiency in business practices and it is not envisaged that there will be any substantial impact on the service provision that currently exists. The majority of democratic services delivery (decision days, committee meetings etc) is governed by legislation or the Constitution, therefore access to information and the service delivery cannot change without updates to one or the other.*

## Additional information

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

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

## Transformation to 2021 proposal details

**Name of Transformation to 2021 proposal:** *T21 Emergency Planning and Resilience Offer to Schools*

**T21 Opportunity Reference:** *T21 Emergency Planning and Resilience Offer to Schools*

**Name of the accountable Officer:** *Ian Hoult*

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

**Department:**

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

**Date of assessment:** *20/5/2019*

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

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

## Description of service / policy and the proposed change

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

*Working with key staff from schools Emergency Planning & Resilience (EPRT) will help in the production of emergency plans and procedures tailored to meet the needs of the school. These may include: • The overarching generic Emergency Plan for the school • The Business Continuity Plan • Lock Down Procedures • Off Site Emergency Procedures for school trips (UK and abroad). We work very closely with colleagues in Hampshire Outdoors, with access to Evolve. • Site Specific Risk Planning. Each school is unique and may face additional risks based on its geographical location - e.g. flooding or chemical substance release. Risks will be assessed based on the proximity to known risks/hazards like chemical sites; radiation hazards; airports; prisons; etc. • Staff & Governor Training. Following on from the production of these plans and procedures, we will work with you to train relevant staff and governors so that plans, roles and responsibilities are clearly understood; and we will validate the plans and the training provided by holding appropriate exercises*

### Geographical impact:

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

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

*This is a new service offered out to all schools in the Hampshire area.*

**Who does this impact assessment cover?**☒ Service users☒ HCC staff (including partners)**Engagement and consultation**

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

**Has any pre-consultation engagement been carried out?**☐ Yes☐ No☒ No, but planned to take place**Describe the consultation or engagement you have performed or are intending to perform.**

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

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

**Consideration of impacts**

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

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

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

**Statutory considerations**

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

	Positive	Neutral	Low negative	Medium negative	High negative
<b>Disability</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>					
<b>Mitigation:</b>					
<b>Sexual orientation</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>					
<b>Mitigation:</b>					
<b>Race</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>					
<b>Mitigation:</b>					
<b>Religion or belief</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>					
<b>Mitigation:</b>					
<b>Gender reassignment</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>					
<b>Mitigation:</b>					
<b>Gender</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>					
<b>Mitigation:</b>					
<b>Marriage or civil partnership</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>					
<b>Mitigation:</b>					

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

Impact:  
Mitigation:

#### Other considerations

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

Impact:  
Mitigation:

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

Impact:  
Mitigation:

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

The service has been developed to improve the resilience of Hampshire's schools to continue to operate during and post emergencies generically and not to have any effect specifically on anyone with the following specific criteria.

#### Additional information

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

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

## Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Legal and Governance Sales*

T21 Opportunity Reference:

Name of the accountable Officer: *Charles Gilby*

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

Department:

Adults' Health and Children's Services  
Care



Corporate  
Services



Culture,  
Communities and  
Business Services



Economy,  
Transport and  
Environment



Date of assessment:

*22/03/2019*

*Detailed*



*Overview*



Is this a detailed or an overview EIA?

## Description of service / policy and the proposed change

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

*This proposal deals with the provision of health and safety advice to schools and other local authorities in Hampshire and neighbouring counties. There is no proposed change to the provision of existing services as this proposal deals with increased income generation through selling services to other organisations*

**Geographical impact:**

☒ **All Hampshire**

☐ Basingstoke & Deane

☐ East Hampshire

☐ Eastleigh

☐ Fareham

☐ Gosport

☐ Hart

☐ Havant

☐ New Forest

☐ Rushmoor

☐ Test Valley

☐ Winchester

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

*There is no proposed change to the provision of existing services.*

**Who does this impact assessment cover?**

☐ Service users

☒ HCC staff (including partners)

## Engagement and consultation

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

**Has any pre-consultation engagement been carried out?**☒ Yes☐ No☐ No, but planned to take place

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

*Each client and relevant party is consulted prior to an agreement being reached.*

## Consideration of impacts

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

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

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

### Statutory considerations

	Positive	Neutral	Low negative	Medium negative	High negative
<b>Age</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>	<i>As this is health and safety-related, no negative impacts are anticipated.</i>				
<b>Mitigation:</b>					
<b>Disability</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>	<i>As this is health and safety-related, no negative impacts are anticipated.</i>				
<b>Mitigation:</b>					
<b>Sexual orientation</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>	<i>As this is health and safety-related, no negative impacts are anticipated.</i>				
<b>Mitigation:</b>					

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

**Impact:** *As this is health and safety-related, no negative impacts are anticipated.*  
**Mitigation:**

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

**Impact:** *As this is health and safety-related, no negative impacts are anticipated.*  
**Mitigation:**

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

**Impact:** *As this is health and safety-related, no negative impacts are anticipated.*  
**Mitigation:**

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

**Impact:** *As this is health and safety-related, no negative impacts are anticipated.*  
**Mitigation:**

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

**Impact:** *As this is health and safety-related, no negative impacts are anticipated.*  
**Mitigation:**

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

**Impact:** *As this is health and safety-related, no negative impacts are anticipated.*  
**Mitigation:**

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



**Impact:** *As this is health and safety-related, no negative impacts are anticipated.*  
**Mitigation:**

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

**Impact:** *As this is health and safety-related, no negative impacts are anticipated.*  
**Mitigation:**

**If you have only identified neutral impacts, please state why:**  
*As this is an ongoing provision of service, there are no changes and no impacts identified.*

**Additional information**

Click here for guidance on any other factors to consider.

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

## Transformation to 2021 proposal details

**Name of Transformation to 2021 proposal:** *Independent Appeals Service for Schools - review of pricing schedule for Academies*

**T21 Opportunity Reference:**

**Name of the accountable Officer:** *Jo Weeks*

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

**Department:**

Adults' Health and Children's Services  
Care



Corporate  
Services



Culture,  
Communities and  
Business Services



Economy,  
Transport and  
Environment



**Date of assessment:** *20/03/2019*

*Detailed*



*Overview*



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

## Description of service / policy and the proposed change

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

*The Service provides independent management of admission and exclusion appeals for Hampshire maintained and aided schools. The Service is also offered to Academies on a sold-service basis. Parents appealing for a school place for their child receive the service free of charge and costs are covered by the school. Academies are not obliged to use the Service. Academies interested in signing up for the service often ask for an estimate of costs and due to the nature of the 'at cost' charging it is difficult to provide an accurate estimate. A review of charges to Academies has been undertaken to provide a more equitable, standardised pricing schedule.*

**Geographical impact:**

☒ **All Hampshire**

☐ Basingstoke & Deane

☐ East Hampshire

☐ Eastleigh

☐ Fareham

☐ Gosport

☐ Hart

☐ Havant

☐ New Forest

☐ Rushmoor

☐ Test Valley

☐ Winchester

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

*A review of charges to Academies has been undertaken to provide a more equitable, standardised pricing schedule. In the future it will be possible to provide an accurate financial quote to Academies, which may help increase take-up of the offer. Academies are not obliged to use the service. They are free to manage their own appeals at their own cost. There will be no impact to end service users (appellants/parents/children).*

**Who does this impact assessment cover?**

☒ Service users

☐ HCC staff (including partners)

## Engagement and consultation

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

**Has any pre-consultation engagement been carried out?**

☐ Yes

☒ No

☐ No, but planned to take place

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

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

*None*

## Consideration of impacts

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

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

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

### Statutory considerations

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

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

**Other considerations**

	Positive	Neutral	Low negative	Medium negative	High negative
<b>Poverty</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>	<i>All Academies will be charged pre-determined fees under the new contract schedules, rather than the previous 'at cost' fees which were variable. This will enable better financial planning by Academies. In some cases the fees could be slightly higher than previously.</i>				
<b>Mitigation:</b>					

	Positive	Neutral	Low negative	Medium negative	High negative
<b>Rurality</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>	<i>All Academies will be charged standardised pre-determined fees under the new contract schedules, regardless of location of Academy.</i>				
<b>Mitigation:</b>					

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

**Additional information**

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

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

## Transformation to 2021 proposal details

**Name of Transformation to 2021 proposal:** *T21 Reduce external demand and increase external income*

**T21 Opportunity Reference:** *L&G7*

**Name of the accountable Officer:** *David Kelly*

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

**Department:**

Adults' Health and Children's Services  
Care



Corporate  
Services



Culture,  
Communities and  
Business Services



Economy,  
Transport and  
Environment



**Date of assessment:** *18/4/2019*

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

*Detailed*



*Overview*



## Description of service / policy and the proposed change

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

*The proposal relates to Legal Services and the legal support that Legal Services provides to County Council Departments*

**Geographical impact:**

☒ **All Hampshire**

☐ Basingstoke & Deane

☐ East Hampshire

☐ Eastleigh

☐ Fareham

☐ Gosport

☐ Hart

☐ Havant

☐ New Forest

☐ Rushmoor

☐ Test Valley

☐ Winchester

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

*It is proposed to reduce the amount of legal support provided to Departments by 4%. The capacity released will be used to generate external income which will support the T21 target for Law and Governance. While less legal support will be available to Departments the impact of this will be mitigated by more effective client relationship management, more effective targeting of resources and increase productivity. This approach was successfully used to support the T19 target for Law and Governance and will effectively be an extension of existing work.*

**Who does this impact assessment cover?**

☒ Service users

☒ HCC staff (including partners)

## Engagement and consultation

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

### Has any pre-consultation engagement been carried out?

☐ Yes

☒ No

☐ No, but planned to take place

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

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

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

## Consideration of impacts

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

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

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

### Statutory considerations

	Positive	Neutral	Low negative	Medium negative	High negative
Age	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	<i>The two departments with the highest demands on Legal Services support children and vulnerable adults. Both these departments will have to deliver their services with reduced legal support. However this impact will be mitigated by increase productivity and better targeting of resources to ensure that any negative impact is managed appropriately.</i>				
Mitigation:					
	Positive	Neutral	Low negative	Medium negative	High negative
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					

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



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

**Impact:**  
**Mitigation:**

### Other considerations

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

**Impact:**  
**Mitigation:**

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

**Impact:**  
**Mitigation:**

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

### Additional information

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

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

## Transformation to 2021 proposal details

**Name of Transformation to 2021 proposal:** *Strategic Procurement*

**T21 Opportunity Reference:** *Strategic Procurement*

**Name of the accountable Officer:** *Belinda Stubbs*

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

**Department:**

Adults' Health and Children's Services  
Care



Corporate  
Services



Culture,  
Communities and  
Business Services



Economy,  
Transport and  
Environment



**Date of assessment:** *17/7/2019*

*Detailed*



*Overview*



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

## Description of service / policy and the proposed change

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

*HCC currently has a large in-house Procurement department which provides support to all departments within HCC as well as Hampshire Constabulary and Hampshire Fire and Rescue services. The Procurement department provide professional guidance on technical and commercial aspects of the procurement process and support the delivery of projects and cost savings initiatives within the various departments.*

**Geographical impact:**

☒ **All Hampshire**

☐ Basingstoke & Deane

☐ East Hampshire

☐ Eastleigh

☐ Fareham

☐ Gosport

☐ Hart

☐ Havant

☐ New Forest

☐ Rushmoor

☐ Test Valley

☐ Winchester

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

*In order to deliver T21 saving of £120K without a reduction in headcount within the Procurement department it is proposed that additional income is generated through the growth of existing external client business and generation of new income streams. It is believed that this additional work can be sustained without additional resource within the department or undue additional burdens being placed on existing team members. No change to the current service provided to HCC's own departments is anticipated.*

**Who does this impact assessment cover?**

☐ Service users

☒ HCC staff (including partners)

## Engagement and consultation

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

### Has any pre-consultation engagement been carried out?

☐ Yes

☒ No

☐ No, but planned to take place

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

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

*Not required*

## Consideration of impacts

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

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

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

### Statutory considerations

	Positive	Neutral	Low negative	Medium negative	High negative
<b>Age</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>					
<b>Mitigation:</b>					
<b>Disability</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>					
<b>Mitigation:</b>					
<b>Sexual orientation</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>					
<b>Mitigation:</b>					

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

### Other considerations

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

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

*This initiative will only impact on the particular projects that members of the procurement team are working on not the nature of the work. None of the above factors will be impacted by this change.*

### Additional information

Click here for guidance on any other factors to consider.

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

*There is a small potential increase in travel for staff. there are likely to be positive reputational benefits for HCC, resulting in a positive impact in attracting and retaining staff for the service.*

## Transformation to 2021 proposal details

**Name of Transformation to 2021 proposal:** *Transformation Practice External Income Generation*

**T21 Opportunity Reference:** *TP21*

**Name of the accountable Officer:** *Ian Smart*

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

**Department:**

Adults' Health and Children's Services  
Care



Corporate  
Services



Culture,  
Communities and  
Business Services



Economy,  
Transport and  
Environment



**Date of assessment:** *18/4/19*

*Detailed*



*Overview*



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

## Description of service / policy and the proposed change

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

*The Transformation Practice in Hampshire County Council is an internal management consultancy established to design, lead and manage programmes and discrete projects of sustainable service transformation that realise measurable benefits for its clients. The clients are primarily the departments within the Council itself.*

**Geographical impact:**

☒ **All Hampshire**

☐ Basingstoke & Deane

☐ East Hampshire

☐ Eastleigh

☐ Fareham

☐ Gosport

☐ Hart

☐ Havant

☐ New Forest

☐ Rushmoor

☐ Test Valley

☐ Winchester

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

*Along with the other departments within Corporate Services, the Transformation Practice has a savings target, which it plans to meet by generating income pursuing opportunities within the external market. The act of income generation will not affect staff or service users in anyway. Any proposed changes as a result of these projects/programmes will be subject to individual EIAs when required to be, and are not covered by this EIA*

**Who does this impact assessment cover?**

☐ Service users

☒ HCC staff (including partners)

## Engagement and consultation

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

### Has any pre-consultation engagement been carried out?

☐ Yes

☒ No

☐ No, but planned to take place

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

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

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

## Consideration of impacts

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

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

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

Statutory considerations					
	Positive	Neutral	Low negative	Medium negative	High negative
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					
	Positive	Neutral	Low negative	Medium negative	High negative
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					

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



**Other considerations**

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

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

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

*This proposal is about generating external income from established HCC partners, delivered through the Transformation Practice. Our established systems for work allocation using appropriate skills and capacity to deliver the contract will continue to be applied. These take account of the specific needs of individual members of staff, with any particular characteristics, as well as any client requirements*

**Additional information**

Click here for guidance on any other factors to consider.

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

(optional)

*none*

***1c. Corporate Services - Customer Engagement Service***

## Transformation to 2021 proposal details

**Name of Transformation to 2021 proposal:** *Customer Engagement Service Operating Model review*

**T21 Opportunity Reference:** *CES1; CES2*

**Name of the accountable Officer:** *Deborah Harkin, Assistant Chief Executive*

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

**Department:**

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

**Date of assessment:** *15/5/2019*

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

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

## Description of service / policy and the proposed change

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

*The Customer Engagement Service comprises Marketing and Advertising, Corporate Communications and Insight and Engagement (including public consultation and engagement, behavioural change research, corporate performance, and a wide range of strategic partnerships and policy agendas - such as the Armed Forces, the Voluntary Sector, community safety and equalities). These teams sit alongside the Chief Executive's and Leader's offices. The Service has a target to reduce its budget by a further £121,000 by April 2021, contributing to wider organisational savings of £80million. These reductions will be achieved by making further changes the Service's operating model - increasing the amount of funding received through external sources of income and reducing overall overheads, including through a further headcount reduction.*

### Geographical impact:

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

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

*It is estimated that approximately 10% of staff will be impacted by changes to the Customer Engagement Service operating model resulting in headcount reductions. Some staff may also need to develop further their skills in order to support a more commercial service and strengthen the external offer. Changes will not affect the level of service provided to the public.*

**Who does this impact assessment cover?**

- ☐ Service users ☒ HCC staff (including partners)

**Engagement and consultation**

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

**Has any pre-consultation engagement been carried out?**

- ☐ Yes ☒ No ☐ No, but planned to take place

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

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

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

**Consideration of impacts**

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

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

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

**Statutory considerations**

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

**Impact:** *There could be a reluctance to offer EVR / VR packages to staff who have worked with the County Council for a longer period, and therefore may be older, due to their packages being higher cost.*

**Mitigation:**

	Positive	Neutral	Low negative	Medium negative	High negative
<b>Disability</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>					
<b>Mitigation:</b>					
<b>Sexual orientation</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>					
<b>Mitigation:</b>					
<b>Race</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>					
<b>Mitigation:</b>					
<b>Religion or belief</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>					
<b>Mitigation:</b>					
<b>Gender reassignment</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>					
<b>Mitigation:</b>					
<b>Gender</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>	<i>There could be a low negative impact on female members of staff simply by virtue of the fact that there are more women working within the Service than men.</i>				
<b>Mitigation:</b>					
<b>Marriage or civil partnership</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>					
<b>Mitigation:</b>					

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

Impact:  
Mitigation:

#### Other considerations

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

Impact:  
Mitigation:

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

Impact:  
Mitigation:

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

### Additional information

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

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

## **2. Culture, Communities and Business Services**

## Transformation to 2021 proposal details

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

T21 Opportunity Reference: *T21 CCBS01*

Name of the accountable Officer: *Emma Noyce*

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

**Department:**

Adults' Health and Children's Services  
Care



Corporate  
Services



Culture,  
Communities and  
Business Services



Economy,  
Transport and  
Environment



Date of assessment: *13/05/2019*

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



*Overview*



## Description of service / policy and the proposed change

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

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

**Geographical impact:**

☒ All Hampshire

☐ Basingstoke & Deane

☐ East Hampshire

☐ Eastleigh

☐ Fareham

☐ Gosport

☐ Hart

☐ Havant

☐ New Forest

☐ Rushmoor

☐ Test Valley

☐ Winchester

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

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

**Who does this impact assessment cover?**

☒ Service users

☐ HCC staff (including partners)



## Engagement and consultation

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

### Has any pre-consultation engagement been carried out?

- ☐ Yes
 ☐ No
 ☒ No, but planned to take place

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

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

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

## Consideration of impacts

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

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

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

Statutory considerations		Positive	Neutral	Low negative	Medium negative	High negative
Age		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	<i>Changes to the service to achieve Transformation to 2021 savings could impact disproportionately on age groups that use the library to a greater extent, including children and older people.</i>					
Mitigation:	<i>Changes to the current library service operating model and efforts to improve income generation will be underpinned by data and an understanding of future customer need. This will take into account the needs of specific demographic groups, including protected characteristics such as age.</i>					
Disability		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Impact:** *Changes to the service to achieve Transformation to 2021 savings could impact disproportionately on residents with disabilities, as access to physical library services and information could be changed, through a review of the operating model and/or opening hours.*

**Mitigation:** *Changes to the current library service operating model will be underpinned by data and an understanding of future customer need. This will take into account the needs of specific demographic groups, including protected characteristics such as disability. There are also a range of digital services available to residents that can be accessed outside of a physical library building 24/7.*

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

**Impact:**  
**Mitigation:**

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

**Impact:**  
**Mitigation:**

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

**Impact:**  
**Mitigation:**

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

**Impact:**  
**Mitigation:**

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

**Impact:**  
**Mitigation:**

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

**Impact:**  
**Mitigation:**

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

**Impact:**  
**Mitigation:**

### Other considerations

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

**Impact:** *Changes to the Library Service to achieve Transformation to 2021 savings could disproportionately impact on communities/individuals that reside in areas of multiple deprivation. According to the Indices of Multiple Deprivation, there are several areas of deprivation in Hampshire within which libraries are situated. Furthermore, efforts to increase income generation may also impact on this protected characteristic.*

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

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

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

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

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

### Additional information

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

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

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

## Transformation to 2021 proposal details

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

T21 Opportunity Reference: *T21 CCBS01*

Name of the accountable Officer: *Emma Noyce*

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

**Department:**

Adults' Health and Children's Services  
Care



Corporate  
Services



Culture,  
Communities and  
Business Services



Economy,  
Transport and  
Environment



Date of assessment: *13/05/2019*

Is this a detailed or an overview EIA?

*Detailed*



*Overview*



## Description of service / policy and the proposed change

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

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

**Geographical impact:**

☒ **All Hampshire**

☐ Basingstoke & Deane

☐ East Hampshire

☐ Eastleigh

☐ Fareham

☐ Gosport

☐ Hart

☐ Havant

☐ New Forest

☐ Rushmoor

☐ Test Valley

☐ Winchester

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

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

**Who does this impact assessment cover?**

☐ Service users

☒ HCC staff (including partners)

## Engagement and consultation

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

**Has any pre-consultation engagement been carried out?**

☐ Yes

☐ No

☒ No, but planned to take place

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

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

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

## Consideration of impacts

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

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

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

### Statutory considerations

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

**Impact:**

*It is envisaged that nearly all staff may be affected by the proposed changes, to varying degrees, with 40-50 full time equivalent staff reductions anticipated. When further detail for the proposals are known, more detailed impact assessments will be drawn up to assess the impact on protected characteristics.*

**Mitigation:**

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

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

**Impact:**  
**Mitigation:**

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

**Impact:** *It is envisaged that nearly all staff may be affected by the proposed changes, to varying degrees, with 40-50 full time equivalent staff reductions anticipated. When further detail for the proposals are known, more detailed impact assessments will be drawn up to assess the impact on protected characteristics.*

**Mitigation:**

### Other considerations

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

**Impact:** *It is envisaged that nearly all staff may be affected by the proposed changes, to varying degrees, with 40-50 full time equivalent staff reductions anticipated. When further detail for the proposals are known, more detailed impact assessments will be drawn up to assess the impact on protected characteristics.*

**Mitigation:**

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

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

**Mitigation:**

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

### Additional information

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

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



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

## Transformation to 2021 proposal details

**Name of Transformation to 2021 proposal:** *Property Services - Customer Impacts*

**T21 Opportunity Reference:** *T21 CCBS02*

**Name of the accountable Officer:** *Steve Clow*

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

**Department:**

Adults' Health and Children's Services  
Care



Corporate  
Services



Culture,  
Communities and  
Business Services



Economy,  
Transport and  
Environment



**Date of assessment:** *13/05/2019*

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

*Detailed*



*Overview*



## Description of service / policy and the proposed change

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

*HCC Property Services provides building design, procurement, asset management and maintenance & FM services to Hampshire County Council (HCC) (including schools) and external organisations. The team comprises approximately 450 employees across a range of disciplines.*

**Geographical impact:**

☒ **All Hampshire**

☐ Basingstoke & Deane

☐ East Hampshire

☐ Eastleigh

☐ Fareham

☐ Gosport

☐ Hart

☐ Havant

☐ New Forest

☐ Rushmoor

☐ Test Valley

☐ Winchester

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

*Property Services will seek to increase income through procurement frameworks and work with external organisations. The service will also seek efficiencies through embedding the Property Futures programme and a review of the Facilities Management service model.*

**Who does this impact assessment cover?**

☒ Service users

☐ HCC staff (including partners)

## Engagement and consultation

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

### Has any pre-consultation engagement been carried out?

- ☐ Yes
 ☐ No
 ☒ No, but planned to take place

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

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

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

## Consideration of impacts

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

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

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

Statutory considerations					
	Positive	Neutral	Low negative	Medium negative	High negative
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					
	Positive	Neutral	Low negative	Medium negative	High negative
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					

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

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

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

*At this stage, the impacts are not expected to impact any protected characteristic disproportionately and therefore the impacts have all been considered neutral.*

## Additional information

Click here for guidance on any other factors to consider.

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

## Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Property Services - Staff Impacts*

T21 Opportunity Reference: *T21 CCBS02*

Name of the accountable Officer: *Steve Clow*

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

**Department:**

Adults' Health and Children's Services  
Care



Corporate  
Services



Culture,  
Communities and  
Business Services



Economy,  
Transport and  
Environment



Date of assessment: *13/05/2019*

Is this a detailed or an overview EIA?

*Detailed*



*Overview*



## Description of service / policy and the proposed change

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

*Property Services provides building design, procurement, asset management and maintenance & FM services to Hampshire County Council (including schools) and external organisations. The team comprises approximately 450 employees across a range of disciplines.*

**Geographical impact:**

☒ All Hampshire

☐ Basingstoke & Deane

☐ East Hampshire

☐ Eastleigh

☐ Fareham

☐ Gosport

☐ Hart

☐ Havant

☐ New Forest

☐ Rushmoor

☐ Test Valley

☐ Winchester

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

*Property Services will seek to increase income through procurement frameworks and work with external organisations. The service will also seek efficiencies through embedding the Property Futures programme and a review of the Facilities Management service model.*

**Who does this impact assessment cover?**

☐ Service users

☒ HCC staff (including partners)

## Engagement and consultation

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

**Has any pre-consultation engagement been carried out?**

☐ Yes

☐ No

☒ No, but planned to take place

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

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

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

## Consideration of impacts

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

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

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

Statutory considerations					
	Positive	Neutral	Low negative	Medium negative	High negative
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					

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



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

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

*Whilst it is acknowledged that some areas of Property Services employ more sections of specific demographics, overall, the department does not have one particular area more prominently represented than others. In addition to this, none of the current proposals look likely to impact on one area more than others, and so we have not highlighted any impacts at this stage. As the proposals become more developed, this will be revisited, and more detailed assessments can be made where appropriate.*

## Additional information

Click here for guidance on any other factors to consider.

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

(optional)

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

## Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Regulatory Services – Staff Impacts*

T21 Opportunity Reference: *T21 CCBS03*

Name of the accountable Officer: *Sara Teers*

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

**Department:**

Adults' Health and Children's Services  
Care



Corporate  
Services



Culture,  
Communities and  
Business Services



Economy,  
Transport and  
Environment



Date of assessment: *13/05/2019*

Is this a detailed or an overview EIA?

*Detailed*



*Overview*



## Description of service / policy and the proposed change

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

*Regulatory Services comprises five areas of service delivery – Trading Standards, Hampshire Scientific Service, Asbestos Management Service, Registration Service and HM Coroners Service in Hampshire. These services deliver a range of activities which enable the County Council to meet its statutory obligations in relation to health, public safety, business and consumer protection, and registrations of births, deaths and marriages. They also deliver non-statutory services. This EIA relates specifically to Trading Standards and the Hampshire Scientific Service, in which employees span a range of roles across numerous functions.*

**Geographical impact:**

☒ **All Hampshire**

☐ Basingstoke & Deane

☐ East Hampshire

☐ Eastleigh

☐ Fareham

☐ Gosport

☐ Hart

☐ Havant

☐ New Forest

☐ Rushmoor

☐ Test Valley

☐ Winchester

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

*In order to deliver their Transformation to 2021 Programme, both Trading Standards and Hampshire Scientific Service have undertaken to review and make changes to the way in which they operate. This will include an appraisal of their current portfolio of services and the staffing structures required to deliver these. The reviews will consider the best ways to deliver required Service savings whilst maintaining sustainable, affordable and fit-for-purpose Services. The reviews may propose changes to the total number of roles/grades by role within the Services, and/or amendments to role accountabilities and tasks.*

**Who does this impact assessment cover?**

☐ Service users

☒ HCC staff (including partners)

## Engagement and consultation

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

**Has any pre-consultation engagement been carried out?**

☐ Yes

☐ No

☒ No, but planned to take place

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

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

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

## Consideration of impacts

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

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

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

### Statutory considerations

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

**Impact:**

*Although the age profiles of Trading Standards and the Hampshire Scientific Service are largely in line with that for the County Council as a whole, there are some differences which may have an impact. The percentage of Trading Standards staff in the age range 30-54 is 74%, significantly higher than that for HCC (62%). Hampshire Scientific Service also has an older workforce, with 32% aged 55-64 compared to 21.8% for HCC. The impact on age is considered low at this stage. Any significant impacts will become clear when more detailed work is carried out.*

**Mitigation:**

	Positive	Neutral	Low negative	Medium negative	High negative
<b>Disability</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>					
<b>Mitigation:</b>					
<b>Sexual orientation</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>					
<b>Mitigation:</b>					
<b>Race</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>					
<b>Mitigation:</b>					
<b>Religion or belief</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>					
<b>Mitigation:</b>					
<b>Gender reassignment</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>					
<b>Mitigation:</b>					
<b>Gender</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>	<i>The services have an approximate 50:50 split of male to female staff overall. This may change but will depend on the outcome of the service reviews and final structures as particular service sections may be impacted more than others therefore gender differences may become more apparent.</i>				
<b>Mitigation:</b>					

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

**Impact:**  
**Mitigation:**

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

**Impact:** *It is possible that at the time of any staff reviews, there may be staff off on maternity leave or currently pregnant. Any staff on maternity leave during any consultation periods will be given the opportunity to engage in consultation and be kept briefed throughout the process. This equally applies to those off on paternity and adoption leave. There is no evidence that this protected characteristic will be disproportionately affected by the changes and the impact is considered low.*

**Mitigation:**

#### Other considerations

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

**Impact:**  
**Mitigation:**

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

**Impact:**  
**Mitigation:**

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

#### Additional information

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

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

*Until the Services' ways of working and staffing structures have been reviewed, it is currently unknown what the likely impact will be upon staff. Further, more detailed EIAs will be undertaken at a later date, with appropriate consideration and action taken in respect of their findings.*

## Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Regulatory Services – Customer Impacts*

T21 Opportunity Reference: *T21 CCBS03*

Name of the accountable Officer: *Sara Teers*

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

**Department:**

Adults' Health and Children's Services  
Care



Corporate  
Services



Culture,  
Communities and  
Business Services



Economy,  
Transport and  
Environment



Date of assessment: *13/05/2019*

*Detailed*



*Overview*



Is this a detailed or an overview EIA?

## Description of service / policy and the proposed change

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

*Regulatory Services comprises five areas of service delivery – Trading Standards, Hampshire Scientific Service, the Asbestos Management Service, Registration Service and HM Coroners Service in Hampshire. These services deliver a range of activities which enable the County Council to meet its statutory obligations in relation to health, public safety, business and consumer protection, and registrations of births, deaths and marriages. They also deliver several non-statutory and income generating services.*

**Geographical impact:**

☒ **All Hampshire**

☐ Basingstoke & Deane

☐ East Hampshire

☐ Eastleigh

☐ Fareham

☐ Gosport

☐ Hart

☐ Havant

☐ New Forest

☐ Rushmoor

☐ Test Valley

☐ Winchester

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

*In order to deliver their Transformation to 2021 Programme, the Regulatory Services have undertaken to deliver a number of changes to their services and the way in which they are provided. The Programme may include consideration of options to a) reduce, stop or change services including a review of statutory and non-statutory elements of service provision, and b) generate additional income through existing services and the introduction of new services, where this can be achieved at no additional cost. This EIA relates to changes in Trading Standards as this is the service where changes will have an impact.*

**Who does this impact assessment cover?**

☒ Service users

☐ HCC staff (including partners)

## Engagement and consultation

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

### Has any pre-consultation engagement been carried out?

- ☐ Yes
 ☐ No
 ☒ No, but planned to take place

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

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

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

## Consideration of impacts

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

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

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

### Statutory considerations

	Positive	Neutral	Low negative	Medium negative	High negative
Age	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	Any options to reduce, stop or change services are likely to disproportionately impact on older people. This is because individuals over 60 are more likely to be impacted by illegal activities such as doorstep crime scams and financial abuse. As the Service engages with a very small number of vulnerable adults compared to the population as a whole, the impact is likely to be low.				
Mitigation:					
	Positive	Neutral	Low negative	Medium negative	High negative
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Impact:** *Any options to reduce, stop or change services are likely to disproportionately impact upon disabled individuals and those with reduced mental capacity. This is because these individuals are more likely to be impacted by illegal activities such as doorstep crime and financial abuse. As the Service engages with a very small number of vulnerable adults compared to the population as a whole, the impact is likely to be low.*

**Mitigation:**

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

**Impact:**

**Mitigation:**

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

**Impact:**

**Mitigation:**

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

**Impact:**

**Mitigation:**

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

**Impact:**

**Mitigation:**

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

**Impact:**

*Any options to reduce, stop or change services are likely to disproportionately impact individuals who are female. This is because females are more likely to be impacted by illegal activities such as doorstep crime scams and financial abuse. As the Service engages with a very small number of adults compared to the population as a whole, the impact is likely to be low.*

**Mitigation:**



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

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

## Additional information

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

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

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

## Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Asbestos Drone Inspection Service*

T21 Opportunity Reference: *T21 CCBS03*

Name of the accountable Officer: *Arran Cobley*

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

**Department:**

Adults' Health and Children's Services  
Care



Corporate  
Services



Culture,  
Communities and  
Business Services



Economy,  
Transport and  
Environment



Date of assessment: *13/05/2019*

Is this a detailed or an overview EIA?

*Detailed*



*Overview*



## Description of service / policy and the proposed change

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

*The Asbestos Team does not currently offer drone inspection services.*

**Geographical impact:**

☒ **All Hampshire**

☐ Basingstoke & Deane

☐ East Hampshire

☐ Eastleigh

☐ Fareham

☐ Gosport

☐ Hart

☐ Havant

☐ New Forest

☐ Rushmoor

☐ Test Valley

☐ Winchester

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

*The proposal is to set up a drone service to extend the range of services provided by the Asbestos Team, to achieve corporate savings for Hampshire County Council through delivering more cost efficient inspections. Commercial drone use is expected to be a growth area that would benefit Regulatory Services, and other County Council departments. Services using the drone service are expected to benefit from reduced inspection costs.*

**Who does this impact assessment cover?**

☒ Service users

☐ HCC staff (including partners)

## Engagement and consultation

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

### Has any pre-consultation engagement been carried out?

- ☐ Yes
 ☐ No
 ☒ No, but planned to take place

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

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

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

## Consideration of impacts

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

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

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

### Statutory considerations

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

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

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

**Impact:**  
**Mitigation:**

#### Other considerations

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

**Impact:**  
**Mitigation:**

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

**Impact:**  
**Mitigation:**

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

*Developing a drone inspection service is not a service that will have an impact on the citizens of Hampshire and is therefore not expected to have an impact on any of the protected characteristics, poverty or rurality.*

#### Additional information

Click here for guidance on any other factors to consider.

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

## Transformation to 2021 proposal details

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

T21 Opportunity Reference: *T21 CCBS04*

Name of the accountable Officer: *Jo Heath*

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

### Department:

Adults' Health and Children's Services  
Care



Corporate  
Services



Culture,  
Communities and  
Business Services



Economy,  
Transport and  
Environment



Date of assessment: *13/05/2019*

Is this a detailed or an overview EIA?

*Detailed*



*Overview*



## Description of service / policy and the proposed change

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

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

### Geographical impact:

☒ **All Hampshire**

☐ Basingstoke & Deane

☐ East Hampshire

☐ Eastleigh

☐ Fareham

☐ Gosport

☐ Hart

☐ Havant

☐ New Forest

☐ Rushmoor

☐ Test Valley

☐ Winchester

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

*The current proposals that may impact on customers are:*

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

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

**Who does this impact assessment cover?**☒ Service users☐ HCC staff (including partners)**Engagement and consultation**

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

**Has any pre-consultation engagement been carried out?**☐ Yes☐ No☒ No, but planned to take place**Describe the consultation or engagement you have performed or are intending to perform.**

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

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

**Consideration of impacts**

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

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

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

**Statutory considerations**

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

**Impact:****Mitigation:**

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



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

Impact:

Mitigation:

### Other considerations

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

Impact:

*Charges will be benchmarked against similar services run by other organisations to ensure good value for money. We will offer membership schemes which will be more affordable for regular users than paying daily charges and flexible rates, potentially including free periods, to limit the impact on customers.*

Mitigation:

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

Impact:

Mitigation:

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

### Additional information

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

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

(optional)

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

## Transformation to 2021 proposal details

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

T21 Opportunity Reference: *T21 CCBS04*

Name of the accountable Officer: *Jo Heath*

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

### Department:

Adults' Health and Children's Services  
Care



Corporate  
Services



Culture,  
Communities and  
Business Services



Economy,  
Transport and  
Environment



Date of assessment: *13/05/2019*

Is this a detailed or an overview EIA?

*Detailed*



*Overview*



## Description of service / policy and the proposed change

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

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

### Geographical impact:

☒ All Hampshire

☐ Basingstoke & Deane

☐ East Hampshire

☐ Eastleigh

☐ Fareham

☐ Gosport

☐ Hart

☐ Havant

☐ New Forest

☐ Rushmoor

☐ Test Valley

☐ Winchester

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

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

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

### Who does this impact assessment cover?

☐ Service users

☒ HCC staff (including partners)

## Engagement and consultation

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

### Has any pre-consultation engagement been carried out?

- ☐ Yes
 ☐ No
 ☒ No, but planned to take place

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

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

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

## Consideration of impacts

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

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

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

### Statutory considerations

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

**Impact:** *Depending on the proposal there is a risk it may impact on certain age groups more than others. This will be reviewed once the initial proposals have been developed.*

**Mitigation:**

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

**Impact:**

**Mitigation:**

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

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

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

## Additional information

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

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

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

## Transformation to 2021 proposal details

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

**T21 Opportunity Reference:** *T21 CCBS05*

**Name of the accountable Officer:** *Tickle, John*

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

**Department:**

Adults' Health and Children's Services  
Care



Corporate  
Services



Culture,  
Communities and  
Business Services



Economy,  
Transport and  
Environment



**Date of assessment:** *13/05/2019*

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

*Detailed*



*Overview*



## Description of service / policy and the proposed change

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

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

**Geographical impact:**

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

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

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

**Who does this impact assessment cover?**

- ☒ Service users
- ☐ HCC staff (including partners)

## Engagement and consultation

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

### Has any pre-consultation engagement been carried out?

- ☐ Yes
 ☐ No
 ☒ No, but planned to take place

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

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

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

## Consideration of impacts

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

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

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

### Statutory considerations

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

#### Impact:

*Visitors over the age of 60 are very well represented in our customer base (56% in the last published Survey of Visitors undertaken in 2016). Access to our collections on site will remain free of charge. Our income-generating measures will extend the range of services we offer (e.g. consultancy, digitisation) and make a significant contribution towards sustaining the services for the benefit of our customers now and in the future.*

*A key income strand will be derived from the online pay-per-view service. This will provide wider and easier access to popular records; charges will be likely to offset travel costs for customers. Savings may result in some reductions in aspects of the overall service, such as opening hours; however, digital access to collections will help mitigate this. The impact for this group is therefore assessed as low.*

#### Mitigation:

	Positive	Neutral	Low negative	Medium negative	High negative
<b>Disability</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>					
<b>Mitigation:</b>					
<b>Sexual orientation</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>					
<b>Mitigation:</b>					
<b>Race</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>					
<b>Mitigation:</b>					
<b>Religion or belief</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>					
<b>Mitigation:</b>					
<b>Gender reassignment</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>					
<b>Mitigation:</b>					
<b>Gender</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>					
<b>Mitigation:</b>					
<b>Marriage or civil partnership</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>					
<b>Mitigation:</b>					



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

Impact:  
Mitigation:

#### Other considerations

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

Impact:  
Mitigation:

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

Impact:  
Mitigation:

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

### Additional information

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

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

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

## Transformation to 2021 proposal details

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

**T21 Opportunity Reference:** *T21 CCBS05*

**Name of the accountable Officer:** *John Tickle*

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

**Department:**

Adults' Health and Children's Services  
Care



Corporate  
Services



Culture,  
Communities and  
Business Services



Economy,  
Transport and  
Environment



**Date of assessment:** *13/05/2019*

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

*Detailed*



*Overview*



## Description of service / policy and the proposed change

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

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

**Geographical impact:**



**All Hampshire**



Basingstoke & Deane



East Hampshire



Eastleigh



Fareham



Gosport



Hart



Havant



New Forest



Rushmoor



Test Valley



Winchester

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

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

**Who does this impact assessment cover?**



Service users



HCC staff (including partners)

## Engagement and consultation

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

### Has any pre-consultation engagement been carried out?

- ☐ Yes
 ☐ No
 ☒ No, but planned to take place

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

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

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

## Consideration of impacts

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

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

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

### Statutory considerations

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

#### Impact:

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

#### Mitigation:

	Positive	Neutral	Low negative	Medium negative	High negative
<b>Disability</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>	<i>The proportion of staff who have declared a disability is relatively high (4.8% of the workforce compared with 1.7% reported across the council). The impact of the budget cuts are likely to be increased pressure on staff to deliver services, however the proposals include a greater emphasis on customer self-service (including online pay-per-view access to collections) and the review and reprioritisation of current work processes. Due to these other changes to mitigate the increased pressure, the overall impact on staff has been assessed as low.</i>				
<b>Mitigation:</b>					
	Positive	Neutral	Low negative	Medium negative	High negative
<b>Sexual orientation</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>					
<b>Mitigation:</b>					
	Positive	Neutral	Low negative	Medium negative	High negative
<b>Race</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>					
<b>Mitigation:</b>					
	Positive	Neutral	Low negative	Medium negative	High negative
<b>Religion or belief</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>					
<b>Mitigation:</b>					
	Positive	Neutral	Low negative	Medium negative	High negative
<b>Gender reassignment</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>					
<b>Mitigation:</b>					
	Positive	Neutral	Low negative	Medium negative	High negative
<b>Gender</b>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Impact:</b>					
<b>Mitigation:</b>					

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

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

## Additional information

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

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

(optional)

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

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## HAMPSHIRE COUNTY COUNCIL

### Report

<b>Committee:</b>	Policy and Resources Select Committee
<b>Date:</b>	24 September 2019
<b>Title:</b>	Statutory guidance on Overview and Scrutiny in local and combined authorities
<b>Report From:</b>	Director of Transformation and Governance

**Contact name:** Barbara Beardwell, Head of Law and Governance and Monitoring Officer

**Tel:** 01962 845157

**Email:** Barbara.beardwell@hants.gov.uk

### Purpose of this Report

1. The purpose of this report is to update the Policy and Resources Select Committee on the guidance recently published by the Ministry of Housing, Communities and Local Government on 7 May 2019 (Guidance) regarding overview and scrutiny (O&S) in local and combined authorities.

### Recommendation

2. That the Policy and Resources Select Committee notes the guidance, attached at Appendix 1 and endorses the County Council's existing approach, detailed at Appendix 3.

### Contextual information

3. In December 2017, the House of Commons Communities and Local Government Select Committee published a report on the effectiveness of local authority O&S committees. A key recommendation of the report was: "We therefore recommend that the guidance issued to councils by the Department for Communities and Local Government on O&S committees is revised and reissued to take account of scrutiny's evolving role."
4. In response to the House of Commons Select Committee recommendation, on 7 May 2019 the Ministry of Housing, Communities and Local Government published statutory guidance on O&S in local and combined authorities. The published guidance is attached as Appendix 1 to this report.

5. The guidance covers key issues such as culture, resources, membership of committees, planning work programmes and access to information. As this is statutory guidance from the Ministry of Housing, Communities and Local Government, local authorities and combined authorities must have regard to it when exercising their functions. The phrase 'must have regard', when used in this context, does not mean that the sections of statutory guidance have to be followed in every detail, but that they should be followed unless there is a good reason not to in a particular case.

### **Overview and Scrutiny at Hampshire County Council**

6. Under the Local Government Act 2000, local authorities must establish at least one Overview and Scrutiny Committee. The County Council has decided to appoint five such Committees known as Select (Overview and Scrutiny) Committees as set out below:
  - Children and Young People Select Committee
  - Culture and Communities Select Committee
  - Economy, Transport and Environment Select Committee
  - Health and Adult Social Care Select Committee
  - Policy and Resources Select Committee
7. Part 2, Chapter 5 of the County Council's Constitution, attached as Appendix 2 to this report, sets out the responsibilities and allocation of scrutiny functions for the Select Committees.
8. The table attached at Appendix 3 summarises the new Guidance and comments on key aspects relevant to the County Council, outlining the way in which the County Council's existing O&S arrangements meet the criteria in the Guidance.



## REQUIRED CORPORATE AND LEGAL INFORMATION:

### Links to the Strategic Plan

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

### Section 100 D - Local Government Act 1972 - background documents

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

Document

Location

None

## **EQUALITIES IMPACT ASSESSMENT:**

### **1. Equality Duty**

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

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

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

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

### **2. Equalities Impact Assessment:**

The proposals in this report relate the governance of the County Council's scrutiny procedures and do not have any direct impact on groups with protected characteristics.



Ministry of Housing,  
Communities &  
Local Government

# Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities



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May 2019

ISBN: 978-1-4098-5458-6

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# Ministerial Foreword

The role that overview and scrutiny can play in holding an authority's decision-makers to account makes it fundamentally important to the successful functioning of local democracy. Effective scrutiny helps secure the efficient delivery of public services and drives improvements within the authority itself. Conversely, poor scrutiny can be indicative of wider governance, leadership and service failure.

It is vital that councils and combined authorities know the purpose of scrutiny, what effective scrutiny looks like, how to conduct it and the benefits it can bring. This guidance aims to increase understanding in all four areas.

In writing this guidance, my department has taken close note of the House of Commons Select Committee report of December 2017, as well as the written and oral evidence supplied to that Committee. We have also consulted individuals and organisations with practical involvement in conducting, researching and supporting scrutiny.

It is clear from speaking to these practitioners that local and combined authorities with effective overview and scrutiny arrangements in place share certain key traits, the most important being a strong organisational culture. Authorities who welcome challenge and recognise the value scrutiny can bring reap the benefits. But this depends on strong commitment from the top - from senior members as well as senior officials.

Crucially, this guidance recognises that authorities have democratic mandates and are ultimately accountable to their electorates, and that authorities themselves are best-placed to know which scrutiny arrangements are most appropriate for their own individual circumstances.

I would, however, strongly urge all councils to cast a critical eye over their existing arrangements and, above all, ensure they embed a culture that allows overview and scrutiny to flourish.

A handwritten signature in blue ink, reading 'Rishi Sunak'.

**Rishi Sunak MP**  
**Minister for Local Government**

# About this Guidance

## Who the guidance is for

This document is aimed at local authorities and combined authorities in England to help them carry out their overview and scrutiny functions effectively. In particular, it provides advice for senior leaders, members of overview and scrutiny committees, and support officers.

## Aim of the guidance

This guidance seeks to ensure local authorities and combined authorities are aware of the purpose of overview and scrutiny, what effective scrutiny looks like, how to conduct it effectively and the benefits it can bring.

As such, it includes a number of policies and practices authorities should adopt or should consider adopting when deciding how to carry out their overview and scrutiny functions.

The guidance recognises that authorities approach scrutiny in different ways and have different processes and procedures in place, and that what might work well for one authority might not work well in another.

The hypothetical scenarios contained in the annexes to this guidance have been included for illustrative purposes, and are intended to provoke thought and discussion rather than serve as a 'best' way to approach the relevant issues.

While the guidance sets out some of the key legal requirements, it does not seek to replicate legislation.

## Status of the guidance

This is statutory guidance from the Ministry of Housing, Communities and Local Government. Local authorities and combined authorities must have regard to it when exercising their functions. The phrase 'must have regard', when used in this context, does not mean that the sections of statutory guidance have to be followed in every detail, but that they should be followed unless there is a good reason not to in a particular case.

Not every authority is required to appoint a scrutiny committee. This guidance applies to those authorities who have such a committee in place, whether they are required to or not.

This guidance has been issued under section 9Q of the Local Government Act 2000 and under paragraph 2(9) of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009, which requires authorities to have regard to this guidance. In addition, authorities may have regard to other material they might choose to consider, including that issued by the Centre for Public Scrutiny, when exercising their overview and scrutiny functions.

### Terminology

Unless 'overview' is specifically mentioned, the term 'scrutiny' refers to both overview and scrutiny.<sup>1</sup>

Where the term 'authority' is used, it refers to both local authorities and combined authorities.

Where the term 'scrutiny committee' is used, it refers to an overview and scrutiny committee and any of its sub-committees. As the legislation refers throughout to powers conferred on scrutiny committees, that is the wording used in this guidance. However, the guidance should be seen as applying equally to work undertaken in informal task and finish groups, commissioned by formal committees.

Where the term 'executive' is used, it refers to executive members.

For combined authorities, references to the 'executive' or 'cabinet' should be interpreted as relating to the mayor (where applicable) and all the authority members.

For authorities operating committee rather than executive arrangements, references to the executive or Cabinet should be interpreted as relating to councillors in leadership positions.

### Expiry or review date

This guidance will be kept under review and updated as necessary.

---

<sup>1</sup> A distinction is often drawn between 'overview' which focuses on the development of policy, and 'scrutiny' which looks at decisions that have been made or are about to be made to ensure they are fit for purpose.



# 1. Introduction and Context

1. Overview and scrutiny committees were introduced in 2000 as part of new executive governance arrangements to ensure that members of an authority who were not part of the executive could hold the executive to account for the decisions and actions that affect their communities.
2. Overview and scrutiny committees have statutory powers<sup>2</sup> to scrutinise decisions the executive is planning to take, those it plans to implement, and those that have already been taken/implemented. Recommendations following scrutiny enable improvements to be made to policies and how they are implemented. Overview and scrutiny committees can also play a valuable role in developing policy.

Effective overview and scrutiny should:

- Provide constructive 'critical friend' challenge;
- Amplify the voices and concerns of the public;
- Be led by independent people who take responsibility for their role; and
- Drive improvement in public services.

3. The requirement for local authorities in England to establish overview and scrutiny committees is set out in sections 9F to 9FI of the Local Government Act 2000 as amended by the Localism Act 2011.
4. The Localism Act 2011 amended the Local Government Act 2000 to allow councils to revert to a non-executive form of governance - the 'committee system'. Councils who adopt the committee system are not required to have overview and scrutiny but may do so if they wish. The legislation has been strengthened and updated since 2000, most recently to reflect new governance arrangements with combined authorities. Requirements for combined authorities are set out in Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009.
5. Current overview and scrutiny legislation recognises that authorities are democratically-elected bodies who are best-placed to determine which overview and scrutiny arrangements best suit their own individual needs, and so gives them a great degree of flexibility to decide which arrangements to adopt.
6. In producing this guidance, the Government fully recognises both authorities' democratic mandate and that the nature of local government has changed in recent years, with, for example, the creation of combined authorities, and councils increasingly delivering key services in partnership with other organisations or outsourcing them entirely.

---

<sup>2</sup> Section 9F of the Local Government Act 2000; paragraph 1 of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009.

## 2. Culture

7. The prevailing organisational culture, behaviours and attitudes of an authority will largely determine whether its scrutiny function succeeds or fails.
8. While everyone in an authority can play a role in creating an environment conducive to effective scrutiny, it is important that this is led and owned by members, given their role in setting and maintaining the culture of an authority.
9. Creating a strong organisational culture supports scrutiny work that can add real value by, for example, improving policy-making and the efficient delivery of public services. In contrast, low levels of support for and engagement with the scrutiny function often lead to poor quality and ill-focused work that serves to reinforce the perception that it is of little worth or relevance.
10. Members and senior officers should note that the performance of the scrutiny function is not just of interest to the authority itself. Its effectiveness, or lack thereof, is often considered by external bodies such as regulators and inspectors, and highlighted in public reports, including best value inspection reports. Failures in scrutiny can therefore help to create a negative public image of the work of an authority as a whole.

### How to establish a strong organisational culture

11. Authorities can establish a strong organisational culture by:

- a) **Recognising scrutiny's legal and democratic legitimacy** – all members and officers should recognise and appreciate the importance and legitimacy the scrutiny function is afforded by the law. It was created to act as a check and balance on the executive and is a statutory requirement for all authorities operating executive arrangements and for combined authorities.

Councillors have a unique legitimacy derived from their being democratically elected. The insights that they can bring by having this close connection to local people are part of what gives scrutiny its value.

- b) **Identifying a clear role and focus** – authorities should take steps to ensure scrutiny has a clear role and focus within the organisation, i.e. a niche within which it can clearly demonstrate it adds value. Therefore, prioritisation is necessary to ensure the scrutiny function concentrates on delivering work that is of genuine value and relevance to the work of the wider authority – this is one of the most challenging parts of scrutiny, and a critical element to get right if it is to be recognised as a strategic function of the authority (see chapter 6).

Authorities should ensure a clear division of responsibilities between the scrutiny function and the audit function. While it is appropriate for scrutiny to pay due regard to the authority's financial position, this will need to happen in the context of the formal audit role. The authority's section 151 officer should advise scrutiny on how to manage this dynamic.

While scrutiny has no role in the investigation or oversight of the authority's whistleblowing arrangements, the findings of independent whistleblowing investigations might be of interest to scrutiny committees as they consider their wider implications. Members should always follow the authority's constitution and associated Monitoring Officer directions on the matter. Further guidance on whistleblowing can be found at:

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/415175/bis-15-200-whistleblowing-guidance-for-employers-and-code-of-practice.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/415175/bis-15-200-whistleblowing-guidance-for-employers-and-code-of-practice.pdf).

- c) **Ensuring early and regular engagement between the executive and scrutiny** – authorities should ensure early and regular discussion takes place between scrutiny and the executive, especially regarding the latter's future work programme. Authorities should, though, be mindful of their distinct roles:

In particular:

- The executive should not try to exercise control over the work of the scrutiny committee. This could be direct, e.g. by purporting to 'order' scrutiny to look at, or not look at, certain issues, or indirect, e.g. through the use of the whip or as a tool of political patronage, and the committee itself should remember its statutory purpose when carrying out its work. All members and officers should consider the role the scrutiny committee plays to be that of a 'critical friend' not a de facto 'opposition'. Scrutiny chairs have a particular role to play in establishing the profile and nature of their committee (see chapter 4); and
- The chair of the scrutiny committee should determine the nature and extent of an executive member's participation in a scrutiny committee meeting, and in any informal scrutiny task group meeting.

- d) **Managing disagreement** – effective scrutiny involves looking at issues that can be politically contentious. It is therefore inevitable that, at times, an executive will disagree with the findings or recommendations of a scrutiny committee.

It is the job of both the executive and scrutiny to work together to reduce the risk of this happening, and authorities should take steps to predict, identify and act on disagreement.

One way in which this can be done is via an 'executive-scrutiny protocol' (see annex 1) which can help define the relationship between the two and mitigate any differences of opinion before they manifest themselves in unhelpful and unproductive ways. The benefit of this approach is that it provides a framework for disagreement and debate, and a way to manage it when it happens. Often,

the value of such a protocol lies in the dialogue that underpins its preparation. It is important that these protocols are reviewed on a regular basis.

Scrutiny committees do have the power to 'call in' decisions, i.e. ask the executive to reconsider them before they are implemented, but should not view it as a substitute for early involvement in the decision-making process or as a party-political tool.

- e) **Providing the necessary support** – while the level of resource allocated to scrutiny is for each authority to decide for itself, when determining resources an authority should consider the purpose of scrutiny as set out in legislation and the specific role and remit of the authority's own scrutiny committee(s), and the scrutiny function as a whole.

Support should also be given by members and senior officers to scrutiny committees and their support staff to access information held by the authority and facilitate discussions with representatives of external bodies (see chapter 5).

- f) **Ensuring impartial advice from officers** – authorities, particularly senior officers, should ensure all officers are free to provide impartial advice to scrutiny committees. This is fundamental to effective scrutiny. Of particular importance is the role played by 'statutory officers' – the monitoring officer, the section 151 officer and the head of paid service, and where relevant the statutory scrutiny officer. These individuals have a particular role in ensuring that timely, relevant and high-quality advice is provided to scrutiny.
- g) **Communicating scrutiny's role and purpose to the wider authority** – the scrutiny function can often lack support and recognition within an authority because there is a lack of awareness among both members and officers about the specific role it plays, which individuals are involved and its relevance to the authority's wider work. Authorities should, therefore, take steps to ensure all members and officers are made aware of the role the scrutiny committee plays in the organisation, its value and the outcomes it can deliver, the powers it has, its membership and, if appropriate, the identity of those providing officer support.
- h) **Maintaining the interest of full Council in the work of the scrutiny committee** – part of communicating scrutiny's role and purpose to the wider authority should happen through the formal, public role of full Council – particularly given that scrutiny will undertake valuable work to highlight challenging issues that an authority will be facing and subjects that will be a focus of full Council's work. Authorities should therefore take steps to ensure full Council is informed of the work the scrutiny committee is doing.

One way in which this can be done is by reports and recommendations being submitted to full Council rather than solely to the executive. Scrutiny should decide when it would be appropriate to submit reports for wider debate in this way, taking into account the relevance of reports to full Council business, as well as full Council's capacity to consider and respond in a timely manner. Such

reports would supplement the annual report to full Council on scrutiny's activities and raise awareness of ongoing work.

In order to maintain awareness of scrutiny at the Combined Authority and provoke dialogue and discussion of its impact, the business of scrutiny should be reported to the Combined Authority board or to the chairs of the relevant scrutiny committees of constituent and non-constituent authorities, or both. At those chairs' discretion, particular Combined Authority scrutiny outcomes, and what they might mean for each individual area, could be either discussed by scrutiny in committee or referred to full Council of the constituent authorities.

- i) **Communicating scrutiny's role to the public** – authorities should ensure scrutiny has a profile in the wider community. Consideration should be given to how and when to engage the authority's communications officers, and any other relevant channels, to understand how to get that message across. This will usually require engagement early on in the work programming process (see chapter 6).
- j) **Ensuring scrutiny members are supported in having an independent mindset** – formal committee meetings provide a vital opportunity for scrutiny members to question the executive and officers.

Inevitably, some committee members will come from the same political party as a member they are scrutinising and might well have a long-standing personal, or familial, relationship with them (see paragraph 25).

Scrutiny members should bear in mind, however, that adopting an independent mind-set is fundamental to carrying out their work effectively. In practice, this is likely to require scrutiny chairs working proactively to identify any potentially contentious issues and plan how to manage them.

#### Directly-elected mayoral systems

12. A strong organisational culture that supports scrutiny work is particularly important in authorities with a directly-elected mayor to ensure there are the checks and balances to maintain a robust democratic system. Mayoral systems offer the opportunity for greater public accountability and stronger governance, but there have also been incidents that highlight the importance of creating and maintaining a culture that puts scrutiny at the heart of its operations.
13. Authorities with a directly-elected mayor should ensure that scrutiny committees are well-resourced, are able to recruit high-calibre members and that their scrutiny functions pay particular attention to issues surrounding:
  - rights of access to documents by the press, public and councillors;
  - transparent and fully recorded decision-making processes, especially avoiding decisions by 'unofficial' committees or working groups;
  - delegated decisions by the Mayor;
  - whistleblowing protections for both staff and councillors; and
  - powers of Full Council, where applicable, to question and review.

14. Authorities with a directly-elected mayor should note that mayors are required by law to attend overview and scrutiny committee sessions when asked to do so (see paragraph 44).

### 3. Resourcing

15. The resource an authority allocates to the scrutiny function plays a pivotal role in determining how successful that function is and therefore the value it can add to the work of the authority.
16. Ultimately it is up to each authority to decide on the resource it provides, but every authority should recognise that creating and sustaining an effective scrutiny function requires them to allocate resources to it.
17. Authorities should also recognise that support for scrutiny committees, task groups and other activities is not solely about budgets and provision of officer time, although these are clearly extremely important elements. Effective support is also about the ways in which the wider authority engages with those who carry out the scrutiny function (both members and officers).

When deciding on the level of resource to allocate to the scrutiny function, the factors an authority should consider include:

- Scrutiny's legal powers and responsibilities;
- The particular role and remit scrutiny will play in the authority;
- The training requirements of scrutiny members and support officers, particularly the support needed to ask effective questions of the executive and other key partners, and make effective recommendations;
- The need for ad hoc external support where expertise does not exist in the council;
- Effectively-resourced scrutiny has been shown to add value to the work of authorities, improving their ability to meet the needs of local people; and
- Effectively-resourced scrutiny can help policy formulation and so minimise the need for call-in of executive decisions.

#### Statutory scrutiny officers

18. Combined authorities, upper and single tier authorities are required to designate a statutory scrutiny officer,<sup>3</sup> someone whose role is to:
  - promote the role of the authority's scrutiny committee;
  - provide support to the scrutiny committee and its members; and
  - provide support and guidance to members and officers relating to the functions of the scrutiny committee.

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<sup>3</sup> Section 9FB of the Local Government Act 2000; article 9 of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017

19. Authorities not required by law to appoint such an officer should consider whether doing so would be appropriate for their specific local needs.

#### Officer resource models

20. Authorities are free to decide for themselves which wider officer support model best suits their individual circumstances, though generally they adopt one or a mix of the following:
- Committee – officers are drawn from specific policy or service areas;
  - Integrated – officers are drawn from the corporate centre and also service the executive; and
  - Specialist – officers are dedicated to scrutiny.
21. Each model has its merits – the committee model provides service-specific expertise; the integrated model facilitates closer and earlier scrutiny involvement in policy formation and alignment of corporate work programmes; and the specialist model is structurally independent from those areas it scrutinises.
22. Authorities should ensure that, whatever model they employ, officers tasked with providing scrutiny support are able to provide impartial advice. This might require consideration of the need to build safeguards into the way that support is provided. The nature of these safeguards will differ according to the specific role scrutiny plays in the organisation.



## 4. Selecting Committee Members

23. Selecting the right members to serve on scrutiny committees is essential if those committees are to function effectively. Where a committee is made up of members who have the necessary skills and commitment, it is far more likely to be taken seriously by the wider authority.
24. While there are proportionality requirements that must be met,<sup>4</sup> the selection of the chair and other committee members is for each authority to decide for itself. Guidance for combined authorities on this issue has been produced by the Centre for Public Scrutiny<sup>5</sup>.

Members invariably have different skill-sets. What an authority must consider when forming a committee is that, as a group, it possesses the requisite expertise, commitment and ability to act impartially to fulfil its functions.

25. Authorities are reminded that members of the executive cannot be members of a scrutiny committee.<sup>6</sup> Authorities should take care to ensure that, as a minimum, members holding less formal executive positions, e.g. as Cabinet assistants, do not sit on scrutinising committees looking at portfolios to which those roles relate. Authorities should articulate in their constitutions how conflicts of interest, including familial links (see also paragraph 31), between executive and scrutiny responsibilities should be managed, including where members stand down from the executive and move to a scrutiny role, and vice-versa.
26. Members or substitute members of a combined authority must not be members of its overview and scrutiny committee.<sup>7</sup> This includes the Mayor in Mayoral Combined Authorities. It is advised that Deputy Mayors for Policing and Crime are also not members of the combined authority's overview and scrutiny committee.

### Selecting individual committee members

27. When selecting individual members to serve on scrutiny committees, an authority should consider a member's experience, expertise, interests, ability to act impartially, ability to work as part of a group, and capacity to serve.

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<sup>4</sup> See, for example, regulation 11 of the Local Authorities (Committee System) (England) Regulations 2012 (S.I. 2012/1020) and article 4 of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 (S.I. 2017/68).

<sup>5</sup> See pages 15-18 of 'Overview and scrutiny in combined authorities: a plain English guide': <https://www.cfps.org.uk/wp-content/uploads/Overview-and-scrutiny-in-combined-authorities-a-plain-english-guide.pdf>

<sup>6</sup> Section 9FA(3) of the Local Government Act 2000.

<sup>7</sup> 2(3) of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009

28. Authorities should not take into account a member's perceived level of support for or opposition to a particular political party (notwithstanding the wider legal requirement for proportionality referred to in paragraph 24).

### Selecting a chair

29. The Chair plays a leadership role on a scrutiny committee as they are largely responsible for establishing its profile, influence and ways of working.
30. The attributes authorities should and should not take into account when selecting individual committee members (see paragraphs 27 and 28) also apply to the selection of the Chair, but the Chair should also possess the ability to lead and build a sense of teamwork and consensus among committee members.

Chairs should pay special attention to the need to guard the committee's independence. Importantly, however, they should take care to avoid the committee being, and being viewed as, a de facto opposition to the executive.

31. Given their pre-eminent role on the scrutiny committee, it is strongly recommended that the Chair not preside over scrutiny of their relatives<sup>8</sup>. Combined authorities should note the legal requirements that apply to them where the Chair is an independent person<sup>9</sup>.
32. The method for selecting a Chair is for each authority to decide for itself, however every authority should consider taking a vote by secret ballot. Combined Authorities should be aware of the legal requirements regarding the party affiliation of their scrutiny committee Chair<sup>10</sup>.

### Training for committee members

33. Authorities should ensure committee members are offered induction when they take up their role and ongoing training so they can carry out their responsibilities effectively. Authorities should pay attention to the need to ensure committee members are aware of their legal powers, and how to prepare for and ask relevant questions at scrutiny sessions.
34. When deciding on training requirements for committee members, authorities should consider taking advantage of opportunities offered by external providers in the sector.

### Co-option and technical advice

35. While members and their support officers will often have significant local insight and an understanding of local people and their needs, the provision of outside expertise can be invaluable.

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<sup>8</sup> A definition of 'relative' can be found at section 28(10) of the Localism Act 2011.

<sup>9</sup> See article 5(2) of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 (S.I. 2017/68).

<sup>10</sup> Article 5(6) of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.

36. There are two principal ways to procure this:

- Co-option – formal co-option is provided for in legislation<sup>11</sup>. Authorities must establish a co-option scheme to determine how individuals will be co-opted onto committees; and
- Technical advisers – depending on the subject matter, independent local experts might exist who can provide advice and assistance in evaluating evidence (see annex 2).

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<sup>11</sup> Section 9FA(4) Local Government Act 2000

## 5. Power to Access Information

37. A scrutiny committee needs access to relevant information the authority holds, and to receive it in good time, if it is to do its job effectively.
38. This need is recognised in law, with members of scrutiny committees enjoying powers to access information<sup>12</sup>. In particular, regulations give enhanced powers to a scrutiny member to access exempt or confidential information. This is in addition to existing rights for councillors to have access to information to perform their duties, including common law rights to request information and rights to request information under the Freedom of Information Act 2000 and the Environmental Information Regulations 2004.
39. When considering what information scrutiny needs in order to carry out its work, scrutiny members and the executive should consider scrutiny's role and the legal rights that committees and their individual members have, as well as their need to receive timely and accurate information to carry out their duties effectively.
40. Scrutiny members should have access to a regularly available source of key information about the management of the authority – particularly on performance, management and risk. Where this information exists, and scrutiny members are given support to understand it, the potential for what officers might consider unfocused and unproductive requests is reduced as members will be able to frame their requests from a more informed position.
41. Officers should speak to scrutiny members to ensure they understand the reasons why information is needed, thereby making the authority better able to provide information that is relevant and timely, as well as ensuring that the authority complies with legal requirements.

While each request for information should be judged on its individual merits, authorities should adopt a default position of sharing the information they hold, on request, with scrutiny committee members.

42. The law recognises that there might be instances where it is legitimate for an authority to withhold information and places a requirement on the executive to provide the scrutiny committee with a written statement setting out its reasons for that decision<sup>13</sup>. However, members of the executive and senior officers should take particular care to avoid refusing requests, or limiting the information they provide, for reasons of party political or reputational expediency.

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<sup>12</sup> Regulation 17 - Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012; article 10 Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.

<sup>13</sup> Regulation 17(4) – Local Government (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012; article 10(4) Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.

Before an authority takes a decision not to share information it holds, it should give serious consideration to whether that information could be shared in closed session.

43. Regulations already stipulate a timeframe for executives to comply with requests from a scrutiny member<sup>14</sup>. When agreeing to such requests, authorities should:
- consider whether seeking clarification from the information requester could help better target the request; and
  - Ensure the information is supplied in a format appropriate to the recipient's needs.

44. Committees should be aware of their legal power to require members of the executive and officers to attend before them to answer questions<sup>15</sup>. It is the duty of members and officers to comply with such requests.<sup>16</sup>

#### Seeking information from external organisations

45. Scrutiny members should also consider the need to supplement any authority-held information they receive with information and intelligence that might be available from other sources, and should note in particular their statutory powers to access information from certain external organisations.

46. When asking an external organisation to provide documentation or appear before it, and where that organisation is not legally obliged to do either (see annex 3), scrutiny committees should consider the following:

- a) **The need to explain the purpose of scrutiny** – the organisation being approached might have little or no awareness of the committee's work, or of an authority's scrutiny function more generally, and so might be reluctant to comply with any request;
- b) **The benefits of an informal approach** – individuals from external organisations can have fixed perceptions of what an evidence session entails and may be unwilling to subject themselves to detailed public scrutiny if they believe it could reflect badly on them or their employer. Making an informal approach can help reassure an organisation of the aims of the committee, the type of information being sought and the manner in which the evidence session would be conducted;

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<sup>14</sup> Regulation 17(2) – Local Government (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012; article 10(2) Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017.

<sup>15</sup> Section 9FA(8) of the Local Government Act 2000; paragraph 2(6) of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009.

<sup>16</sup> Section 9FA(9) of the Local Government Act 2000; paragraph 2(7) of Schedule 5A to the Local Democracy, Economic Development and Construction Act 2009.

- c) **How to encourage compliance with the request** – scrutiny committees will want to frame their approach on a case by case basis. For contentious issues, committees might want to emphasise the opportunity their request gives the organisation to ‘set the record straight’ in a public setting; and
- d) **Who to approach** – a committee might instinctively want to ask the Chief Executive or Managing Director of an organisation to appear at an evidence session, however it could be more beneficial to engage front-line staff when seeking operational-level detail rather than senior executives who might only be able to talk in more general terms. When making a request to a specific individual, the committee should consider the type of information it is seeking, the nature of the organisation in question and the authority’s pre-existing relationship with it.

**Following ‘the Council Pound’**

Scrutiny committees will often have a keen interest in ‘following the council pound’, i.e. scrutinising organisations that receive public funding to deliver goods and services.

Authorities should recognise the legitimacy of this interest and, where relevant, consider the need to provide assistance to scrutiny members and their support staff to obtain information from organisations the council has contracted to deliver services. In particular, when agreeing contracts with these bodies, authorities should consider whether it would be appropriate to include a *requirement* for them to supply information to or appear before scrutiny committees.

## 6. Planning Work

47. Effective scrutiny should have a defined impact on the ground, with the committee making recommendations that will make a tangible difference to the work of the authority. To have this kind of impact, scrutiny committees need to plan their work programme, i.e. draw up a long-term agenda and consider making it flexible enough to accommodate any urgent, short-term issues that might arise during the year.
48. Authorities with multiple scrutiny committees sometimes have a separate work programme for each committee. Where this happens, consideration should be given to how to co-ordinate the various committees' work to make best use of the total resources available.

### Being clear about scrutiny's role

49. Scrutiny works best when it has a clear role and function. This provides focus and direction. While scrutiny has the power to look at anything which affects 'the area, or the area's inhabitants', authorities will often find it difficult to support a scrutiny function that carries out generalised oversight across the wide range of issues experienced by local people, particularly in the context of partnership working. Prioritisation is necessary, which means that there might be things that, despite being important, scrutiny will not be able to look at.
50. Different overall roles could include having a focus on risk, the authority's finances, or on the way the authority works with its partners.
51. Applying this focus does not mean that certain subjects are 'off limits'. It is more about looking at topics and deciding whether their relative importance justifies the positive impact scrutiny's further involvement could bring.
52. When thinking about scrutiny's focus, members should be supported by key senior officers. The statutory scrutiny officer, if an authority has one, will need to take a leading role in supporting members to clarify the role and function of scrutiny, and championing that role once agreed.

### Who to speak to

53. Evidence will need to be gathered to inform the work programming process. This will ensure that it looks at the right topics, in the right way and at the right time. Gathering evidence requires conversations with:
  - *The public* – it is likely that formal 'consultation' with the public on the scrutiny work programme will be ineffective. Asking individual scrutiny members to have conversations with individuals and groups in their own local areas can work better. Insights gained from the public through individual pieces of scrutiny work can be fed back into the work programming process. Listening to and participating in conversations in places where local people come together, including in online forums, can help authorities engage people on their own terms and yield more positive results.

Authorities should consider how their communications officers can help scrutiny engage with the public, and how wider internal expertise and local knowledge from both members and officers might make a contribution.

- *The authority's partners* – relationships with other partners should not be limited to evidence-gathering to support individual reviews or agenda items. A range of partners are likely to have insights that will prove useful:
  - Public sector partners (like the NHS and community safety partners, over which scrutiny has specific legal powers);
  - Voluntary sector partners;
  - Contractors and commissioning partners (including partners in joint ventures and authority-owned companies);
  - In parished areas, town, community and parish councils;
  - Neighbouring principal councils (both in two-tier and unitary areas);
  - Cross-authority bodies and organisations, such as Local Enterprise Partnerships<sup>17</sup>; and
  - Others with a stake and interest in the local area – large local employers, for example.
- *The executive* – a principal partner in discussions on the work programme should be the executive (and senior officers). The executive should not direct scrutiny's work (see chapter 2), but conversations will help scrutiny members better understand how their work can be designed to align with the best opportunities to influence the authority's wider work.

#### Information sources

54. Scrutiny will need access to relevant information to inform its work programme. The type of information will depend on the specific role and function scrutiny plays within the authority, but might include:

- Performance information from across the authority and its partners;
- Finance and risk information from across the authority and its partners;
- Corporate complaints information, and aggregated information from political groups about the subject matter of members' surgeries;
- Business cases and options appraisals (and other planning information) for forthcoming major decisions. This information will be of particular use for pre-decision scrutiny; and
- Reports and recommendations issued by relevant ombudsmen, especially the Local Government and Social Care Ombudsman.

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<sup>17</sup> Authorities should ensure they have appropriate arrangements in place to ensure the effective democratic scrutiny of Local Enterprise Partnerships' investment decisions.



As committees can meet in closed session, commercial confidentiality should not preclude the sharing of information. Authorities should note, however, that the default for meetings should be that they are held in public (see 2014 guidance on '*Open and accountable local government*': [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/343182/140812\\_Openness\\_Guide.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/343182/140812_Openness_Guide.pdf)).

55. Scrutiny members should consider keeping this information under regular review. It is likely to be easier to do this outside committee, rather than bringing such information to committee 'to note', or to provide an update, as a matter of course.

### Shortlisting topics

Approaches to shortlisting topics should reflect scrutiny's overall role in the authority. This will require the development of bespoke, local solutions, however when considering whether an item should be included in the work programme, the kind of questions a scrutiny committee should consider might include:

- Do we understand the benefits scrutiny would bring to this issue?
- How could we best carry out work on this subject?
- What would be the best outcome of this work?
- How would this work engage with the activity of the executive and other decision-makers, including partners?

56. Some authorities use scoring systems to evaluate and rank work programme proposals. If these are used to provoke discussion and debate, based on evidence, about what priorities should be, they can be a useful tool. Others take a looser approach. Whichever method is adopted, a committee should be able to justify how and why a decision has been taken to include certain issues and not others.
57. Scrutiny members should accept that shortlisting can be difficult; scrutiny committees have finite resources and deciding how these are best allocated is tough. They should understand that, if work programming is robust and effective, there might well be issues that they want to look at that nonetheless are not selected.

### Carrying out work

58. Selected topics can be scrutinised in several ways, including:

- a) **As a single item on a committee agenda** – this often presents a limited opportunity for effective scrutiny, but may be appropriate for some issues or where the committee wants to maintain a formal watching brief over a given issue;
- b) **At a single meeting** – which could be a committee meeting or something less formal. This can provide an opportunity to have a single public meeting about a

given subject, or to have a meeting at which evidence is taken from a number of witnesses;

- c) **At a task and finish review of two or three meetings** – short, sharp scrutiny reviews are likely to be most effective even for complex topics. Properly focused, they ensure members can swiftly reach conclusions and make recommendations, perhaps over the course of a couple of months or less;
- d) **Via a longer-term task and finish review** – the ‘traditional’ task and finish model – with perhaps six or seven meetings spread over a number of months – is still appropriate when scrutiny needs to dig into a complex topic in significant detail. However, the resource implications of such work, and its length, can make it unattractive for all but the most complex matters; and
- e) **By establishing a ‘standing panel’** – this falls short of establishing a whole new committee but may reflect a necessity to keep a watching brief over a critical local issue, especially where members feel they need to convene regularly to carry out that oversight. Again, the resource implications of this approach means that it will be rarely used.

## 7. Evidence Sessions

59. Evidence sessions are a key way in which scrutiny committees inform their work. They might happen at formal committee, in less formal ‘task and finish’ groups or at standalone sessions.

Good preparation is a vital part of conducting effective evidence sessions. Members should have a clear idea of what the committee hopes to get out of each session and appreciate that success will depend on their ability to work together on the day.

### How to plan

60. Effective planning does not necessarily involve a large number of pre-meetings, the development of complex scopes or the drafting of questioning plans. It is more often about setting overall objectives and then considering what type of questions (and the way in which they are asked) can best elicit the information the committee is seeking. This applies as much to individual agenda items as it does for longer evidence sessions – there should always be consideration in advance of what scrutiny is trying to get out of a particular evidence session.

Chairs play a vital role in leading discussions on objective-setting and ensuring all members are aware of the specific role each will play during the evidence session.

61. As far as possible there should be consensus among scrutiny members about the objective of an evidence session before it starts. It is important to recognise that members have different perspectives on certain issues, and so might not share the objectives for a session that are ultimately adopted. Where this happens, the Chair will need to be aware of this divergence of views and bear it in mind when planning the evidence session.
62. Effective planning should mean that at the end of a session it is relatively straightforward for the chair to draw together themes and highlight the key findings. It is unlikely that the committee will be able to develop and agree recommendations immediately, but, unless the session is part of a wider inquiry, enough evidence should have been gathered to allow the chair to set a clear direction.
63. After an evidence session, the committee might wish to hold a short ‘wash-up’ meeting to review whether their objectives were met and lessons could be learned for future sessions.

### Developing recommendations

64. The development and agreement of recommendations is often an iterative process. It will usually be appropriate for this to be done only by members, assisted by co-optees where relevant. When deciding on recommendations, however, members should have due regard to advice received from officers, particularly the Monitoring Officer.

65. The drafting of reports is usually, but not always, carried out by officers, directed by members.
66. Authorities draft reports and recommendations in a number of ways, but there are normally three stages:
- i. the development of a 'heads of report' – a document setting out general findings that members can then discuss as they consider the overall structure and focus of the report and its recommendations;
  - ii. the development of those findings, which will set out some areas on which recommendations might be made; and
  - iii. the drafting of the full report.
67. Recommendations should be evidence-based and SMART, i.e. specific, measurable, achievable, relevant and timed. Where appropriate, committees may wish to consider sharing them in draft with interested parties.
68. Committees should bear in mind that often six to eight recommendations are sufficient to enable the authority to focus its response, although there may be specific circumstances in which more might be appropriate.

Sharing draft recommendations with executive members should not provide an opportunity for them to revise or block recommendations before they are made. It should, however, provide an opportunity for errors to be identified and corrected, and for a more general sense-check.

# Annex 1: Illustrative Scenario – Creating an Executive-Scrutiny Protocol

An executive-scrutiny protocol can deal with the practical expectations of scrutiny committee members and the executive, as well as the cultural dynamics.

Workshops with scrutiny members, senior officers and Cabinet can be helpful to inform the drafting of a protocol. An external facilitator can help bring an independent perspective.

Councils should consider how to adopt a protocol, e.g. formal agreement at scrutiny committee and Cabinet, then formal integration into the Council's constitution at the next Annual General Meeting.

The protocol, as agreed, may contain sections on:

- The way scrutiny will go about developing its work programme (including the ways in which senior officers and Cabinet members will be kept informed);
- The way in which senior officers and Cabinet will keep scrutiny informed of the outlines of major decisions as they are developed, to allow for discussion of scrutiny's potential involvement in policy development. This involves the building in of safeguards to mitigate risks around the sharing of sensitive information with scrutiny members;
- A strengthening and expansion of existing parts of the code of conduct that relate to behaviour in formal meetings, and in informal meetings;
- Specification of the nature and form of responses that scrutiny can expect when it makes recommendations to the executive, when it makes requests to the executive for information, and when it makes requests that Cabinet members or senior officers attend meetings; and
- Confirmation of the role of the statutory scrutiny officer, and Monitoring Officer, in overseeing compliance with the protocol, and ensuring that it is used to support the wider aim of supporting and promoting a culture of scrutiny, with matters relating to the protocol's success being reported to full Council through the scrutiny Annual Report.

## Annex 2: Illustrative Scenario – Engaging Independent Technical Advisers

This example demonstrates how one Council's executive and scrutiny committee worked together to scope a role and then appoint an independent adviser on transforming social care commissioning. Their considerations and process may be helpful and applicable in other similar scenarios.

Major care contracts were coming to an end and the Council took the opportunity to review whether to continue with its existing strategic commissioning framework, or take a different approach – potentially insourcing certain elements.

The relevant Director was concerned about the Council's reliance on a very small number of large providers. The Director therefore approached the Scrutiny and Governance Manager to talk through the potential role scrutiny could play as the Council considered these changes.

The Scrutiny Chair wanted to look at this issue in some depth, but recognised its complexity could make it difficult for her committee to engage – she was concerned it would not be able to do the issue justice. The Director offered support from his own officer team, but the Chair considered this approach to be beset by risks around the independence of the process.

She talked to the Director about securing independent advice. He was worried that an independent adviser could come with preconceived ideas and would not understand the Council's context and objectives. The Scrutiny Chair was concerned that independent advice could end up leading to scrutiny members being passive, relying on an adviser to do their thinking for them. They agreed that some form of independent assistance would be valuable, but that how it was provided and managed should be carefully thought out.

With the assistance of the Governance and Scrutiny Manager, the Scrutiny Chair approached local universities and Further Education institutions to identify an appropriate individual. The approach was clear – it set out the precise role expected of the adviser, and explained the scrutiny process itself. Because members wanted to focus on the risks of market failure, and felt more confident on substantive social care matters, the approach was directed at those with a specialism in economics and business administration. The Council's search was proactive – the assistance of the service department was drawn on to make direct approaches to particular individuals who could carry out this role.

It was agreed to make a small budget available to act as a 'per diem' to support an adviser; academics were approached in the first instance as the Council felt able to make a case that an educational institution would provide this support for free as part of its commitment to Corporate Social Responsibility.

Three individuals were identified from the Council's proactive search. The Chair and Vice-Chair of the committee had an informal discussion with each – not so much to establish their skills and expertise (which had already been assessed) but to give a sense about

their 'fit' with scrutiny's objectives and their political nous in understanding the environment in which they would operate, and to satisfy themselves that they will apply themselves even-handedly to the task. The Director sat in on this process but played no part in who was ultimately selected.

The independent advice provided by the selected individual gave the Scrutiny Committee a more comprehensive understanding of the issue and meant it was able to offer informed advice on the merits of putting in place a new strategic commissioning framework.

## Annex 3: Illustrative Scenario – Approaching an External Organisation to Appear before a Committee

This example shows how one council ensured a productive scrutiny meeting, involving a private company and the public. Lessons may be drawn and apply to other similar scenarios.

Concerns had been expressed by user groups, and the public at large, about the reliability of the local bus service. The Scrutiny Chair wanted to question the bus company in a public evidence session but knew that she had no power to compel it to attend. Previous attempts to engage it had been unsuccessful; the company was not hostile, but said it had its own ways of engaging the public.

The Monitoring Officer approached the company's regional PR manager, but he expressed concern that the session would end in a 'bunfight'. He also explained the company had put their improvement plan in the public domain, and felt a big council meeting would exacerbate tensions.

Other councillors had strong views about the company – one thought the committee should tell the company it would be empty-chaired if it refused to attend. The Scrutiny Chair was sympathetic to this, but thought such an approach would not lead to any improvements.

The Scrutiny Chair was keen to make progress, but it was difficult to find the right person to speak to at the company, so she asked council officers and local transport advocacy groups for advice. Speaking to those people also gave her a better sense of what scrutiny's role might be.

When she finally spoke to the company's network manager, she explained the situation and suggested they work together to consider how the meeting could be productive for the Council, the company and local people. In particular, this provided her with an opportunity to explain scrutiny and its role. The network manager remained sceptical but was reassured that they could work together to ensure that the meeting would not be an 'ambush'. He agreed in principle to attend and also provide information to support the Committee's work beforehand.

Discussions continued in the four weeks leading up to the Committee meeting. The Scrutiny Chair was conscious that while she had to work with the company to ensure that the meeting was constructive – and secure their attendance – it could not be a whitewash, and other members and the public would demand a hard edge to the discussions.

The scrutiny committee agreed that the meeting would provide a space for the company to provide context to the problems local people are experiencing, but that this would be preceded by a space on the agenda for the Chair, Vice-chair, and representatives from two local transport advocacy groups to set out their concerns. The company were sent in



advance a summary of the general areas on which members were likely to ask questions, to ensure that those questions could be addressed at the meeting.

Finally, provision was made for public questions and debate. Those attending the meeting were invited to discuss with each other the principal issues they wanted the meeting to cover. A short, facilitated discussion in the room led by the Chair highlighted the key issues, and the Chair then put those points to the company representatives.

At the end of the meeting, the public asked questions of the bus company representative in a 20-minute plenary item.

The meeting was fractious, but the planning carried out to prepare for this – by channelling issues through discussion and using the Chair to mediate the questioning – made things easier. Some attendees were initially frustrated by this structure, but the company representative was more open and less defensive than might otherwise have been the case.

The meeting also motivated the company to revise its communications plan to become more responsive to this kind of challenge, part of which involved a commitment to feed back to the scrutiny committee on the recommendations it made on the night.

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# Part 2: Chapter 5

## Scrutiny

### Select (Overview and Scrutiny) Committees

#### 1. Responsibilities for Scrutiny Functions

- 1.1. The following table sets out the allocation of responsibilities within the Select (Overview and Scrutiny) Committees.

Committee	Scope
Policy and Resources	<p>Coordinating Scrutiny:</p> <p>To ensure resources of all scrutiny functions are being effectively targeted.</p> <p>To ensure the outputs and outcomes of Scrutiny are having impact and being evaluated.</p> <p>To prioritise topics for scrutiny task and finish groups (thematic reviews).</p> <p>To create an annual work programme.</p> <p>To identify where each thematic review on the work programme should be considered.</p> <p>To provide an annual report to the County Council outlining the effectiveness, outcomes and learning of the scrutiny function (i.e. Select (Overview and Scrutiny) Committees and overall work programme).</p> <p>To monitor the operation of the provisions relating to call-in and urgency submitting a report to Cabinet if necessary.</p> <p>Scrutinising Corporate functions:</p>

	<p>Reviewing how policies, services and decisions ensure effective use and management of all resources; how effectively is cross-cutting/corporate policy developed, implemented and performance evaluated and improved.</p> <p>Efficiency; Human Resources; Skills; Partnership Working (internal and external); Procurement; Relevant Financial Management (e.g. budget setting and monitoring final accounts, capital programme, capital receipts); asset and estate management; information management (including records management); communications; use of IT; Health and Safety; corporate policy and performance; Business Units; crime prevention; crime and disorder; Regulatory Services; Emergency Planning.</p> <p>Reviewing and scrutinising decisions made, or other actions taken, in connection with the discharge of crime and disorder functions by the authorities responsible for crime and disorder strategies in relation to the County Council's area, and making reports or recommendations with respect to the discharge of those functions.</p> <p>Makings reports or recommendations to the County Council with regard to any matter which is a local crime and disorder matter in relation to a member of the County Council (i.e. a matter concerning crime and disorder which affects all or part of the electoral Division for which the Member is elected or any person who lives or works in that area).</p> <p>Departments covered;</p> <ul style="list-style-type: none"> <li>- Corporate Services</li> <li>- Culture, Communities and Business Services</li> <li>- County Council as a corporate entity.</li> <li>- Any other relevant functions in other Departments</li> </ul>
Children and Young People	<p>Reviewing how the needs and interests of children and young people are met by all Departments, policies, services and decisions;</p>

	<p>and how performance is evaluated and improved.</p> <p>Universal, targeted and specialist services for children and young people: prevention and management of risk; social care; children's and young people's wellbeing; education – supporting and enabling learning for all children and young people; internal and external partnership working re Children and Young People; supporting parents and families; relevant financial management.</p> <p>Departments covered:</p> <ul style="list-style-type: none"> <li>- Children's Services</li> <li>- Culture Communities and Business Services</li> <li>- Any other Department doing work with or impacting on children or young people.</li> </ul>
Health and Adult Social Care	<p>Reviewing how policies, services and decisions support safe, well, independent and continuously developing people (adults and older persons) and Public Health; how they are implemented and how performance is evaluated and improved.</p> <p>Focus on how the County Council is contributing to delivering the Wellbeing agenda for adults; adult social care; promoting independence and quality of life for older people; healthy and safe families; Public Health: the integration of Health and Care services and relevant financial management.</p> <p>Scrutiny of the provision and operation of health services in Hampshire.</p> <p>Departments covered:</p> <ul style="list-style-type: none"> <li>- Adults' Health and Care</li> <li>- Culture, Communities and Business Services</li> <li>- Any other relevant functions in other Departments</li> </ul>

Culture and Communities	<p>Reviewing how policies, services and decisions support thriving culture and sustainable, inclusive communities and rural Hampshire; how they are implemented and how performance is evaluated and improved.</p> <p>Culture and recreation; heritage; community development; countryside and rights of way; developing sustainable communities; supporting diversity and inclusion; community engagement and consultation; lifelong learning for adults; relevant financial management.</p> <p>Departments covered:</p> <ul style="list-style-type: none"> <li>- Culture Communities and Business Services</li> <li>- Corporate Services</li> <li>- Adults' Health and Care</li> <li>- Environment</li> <li>- Any other relevant functions in other Departments.</li> </ul>
Economy, Transport and Environment	<p>Reviewing how policies, services and decisions support a positive and sustainable environment, accessibility to services for all and effective management of natural resources; how they are implemented and how performance is evaluated and improved.</p> <p>Passenger transport; transport policy; road infrastructure; access; protection of the environment; flood and coastal erosion risk management; economic development; sustainable development; climate change; land management; waste management; relevant financial management.</p> <p>Departments covered:</p> <ul style="list-style-type: none"> <li>- Environment</li> <li>- Culture, Communities and Business Services</li> <li>- Children's Services</li> </ul>

## **Specific Functions**

### **1.2. Policy development and review**

Select (Overview and Scrutiny) Committees may:

- 1.2.1. assist the County Council and the Executive, at their request, to develop the budget and policy framework by in-depth analysis of policy issues
- 1.2.2. conduct research in the analysis of policy issues and possible options
- 1.2.3. question members of the Executive or Senior Officers, about their views on issues and proposals affecting their remit
- 1.2.4. liaise with external organisations as appropriate

### **1.3. Scrutiny**

Select (Overview and Scrutiny) Committees may:

- 1.3.1. review and scrutinise Executive decisions
- 1.3.2. review and scrutinise the County Council's service delivery and performance, performance concerning its policy objectives, performance targets and particular service areas
- 1.3.3. question members of the Executive or Senior Officers about their decisions and performance; whether compared to service plans and targets, or related to particular decisions, initiatives or projects
- 1.3.4. make recommendations to the Executive or County Council arising from the scrutiny process
- 1.3.5. review and scrutinise the performance of other public bodies in the area; invite reports from them by asking them to address the relevant Select Committee
- 1.3.6. question and gather evidence from people and organisations that can inform the scrutiny process.

### **1.4. Health Scrutiny Functions of the Health and Adult Social Care Select (Overview and Scrutiny) Committee**

The Health and Adult Social Care Select (Overview and Scrutiny) Committee will have the following additional roles and functions in relation to health matters:

- 1.4.1. To review and scrutinise any matter relating to the planning, provision and operation of the health service in Hampshire.
- 1.4.2. To make reports and recommendations to relevant NHS bodies and to relevant health service providers (as defined in the Local Authority (Public Health, Health and Wellbeing Board and Health Scrutiny) Regulations 2013) on any matter that it has reviewed or scrutinised.
- 1.4.3. To act as consultee to relevant NHS bodies or relevant health service providers on issues of:
  - a) Substantial developments of the health service in Hampshire; and
  - b) Any proposals to make any substantial variation to the provision of such services.
- 1.4.4. Subject to the approval of the County Council to report contested proposals for major health service changes to the Secretary of State;
- 1.4.5. To scrutinise the social care services provided or commissioned by relevant NHS bodies or relevant health service providers exercising local authority functions under Section 75 of the National Health Service Act 2006;
- 1.4.6. To review or scrutinise health services commissioned or delivered in Hampshire within the framework set out below:
  - a) Arrangements made by relevant NHS bodies or relevant health service providers to secure hospital and community health services to the inhabitants of Hampshire;
  - b) The provision of such services to those inhabitants;
  - c) The provision of family health services, personal medical services, personal dental services, pharmacy and NHS ophthalmic services;
  - d) The public health arrangements in Hampshire; e.g. arrangements by the County Council for public health promotion and health improvement (including addressing health inequalities) in Hampshire.



- e) The planning of health services in Hampshire, including plans setting out a strategy for improving both the health of the local population and the provision of health care to that population; and
- f) The arrangements made by relevant NHS bodies and relevant health service providers for consulting and involving patients and the public.

## **1.5. Delegation of Health Scrutiny Functions**

- 1.5.1. The County Council may delegate health scrutiny powers to a joint Scrutiny Committee and appoint Members to that Committee when there is an intention by a relevant NHS body or relevant health service provider to consult on a substantial variation or development to health services that extend beyond Hampshire.
- 1.5.2. The Chief Executive, in consultation with the Chairman of the County Council and the Chairman of the Health and Adult Social Care Select (Overview and Scrutiny) Committee, may agree to the formation of such a committee, its membership and terms of reference, if there is insufficient time for that decision to be taken by the County Council, subject to the details being submitted for approval to the next meeting of the County Council.
- 1.5.3. Any joint committee so convened should work to a specific proposal and with clear terms of reference, which would be restricted to consideration of and agreeing a response to the proposal on which the committee had been consulted.

## **1.6. Petitions**

Select (Overview and Scrutiny) Committees must, when required to do so by a petition organiser, review the adequacy of the steps taken or proposed to be taken in response to a petition.

## **1.7. Finance**

Select (Overview and Scrutiny) Committees may exercise overall responsibility for any money made available to them.

## **1.8. Annual Reports**

- 1.8.1. The Policy and Resources Select (Overview and Scrutiny) Committee will submit to the County Council as soon as reasonably practicable in each financial year an account of the activities and outcomes of the scrutiny function for the last year and a tentative list of intended scrutiny inquiries for the following

year.

- 1.8.2. The Health and Adult Social Care Select (Overview and Scrutiny) Committee will submit to the County Council as soon as reasonably practicable in each financial year an account of the activities and outcomes of the health scrutiny function for the last year and a tentative list of intended health scrutiny inquiries for the follow year.

#### 1.9. **Proceedings of Select (Overview and Scrutiny) Committees**

Select (Overview and Scrutiny) Committees will conduct their proceedings in line with the Overview and Scrutiny Procedure, set out in Part 3, Chapter 3 of this Constitution.

Guidance paragraph	Advice from new Overview & Scrutiny guidance	Evidence of the County Council's existing approach meeting the guidance criteria
<b>SECTION 2: CULTURE</b>		
11a	All members and officers should recognise and appreciate the importance and legitimacy the scrutiny function is afforded by the law.	O&S is an integral part of the County Council's democratic decision-making arrangements. Following local elections, HCC provides councillor induction that includes a comprehensive introduction to O&S. Similarly, the role, remit and significance of O&S as part of the wider HCC governance structure is an important element of officer induction and workforce development programmes.
11b	Authorities should take steps to ensure scrutiny has a clear role and focus within the organisation, i.e. a niche within which it can clearly demonstrate it adds value.	Within Part 2, Chapter 5 of the Constitution, the role and remit of the five Select Committees is set out with a clear outline of separate areas of focus.
11b	Authorities should ensure a clear division of responsibilities between the scrutiny function and the audit function. While it is appropriate for scrutiny to pay due regard to the authority's financial position, this will need to happen in the context of the formal audit role. The authority's Section 151 officer should advise scrutiny on how to manage this dynamic.	Within the Constitution, the role of the Select Committees and of the Audit Committee are clearly defined. Select Committees scrutinise the financial aspects of the services within their remit, however, as set out in Part 1, Chapter 7 of the Constitution, the Audit Committee consider reports of the Section 151 officer and can make recommendations to Council regarding the authority's financial management procedures.
11c	Authorities should ensure early and regular discussion takes place between scrutiny and the Executive.	Regular briefing sessions are held with the Executive and generally Select Committee Chairmen and Vice chairmen are invited to contribute to these sessions. Select Committee work programmes and upcoming decisions are monitored closely, and items discussed with both Select Committee chairmen and with the relevant Executive Member/s. The Notice of Key Decisions are published on a monthly basis and distributed to Select Committee members outlining upcoming Executive key decisions.

Guidance paragraph	Advice from new Overview & Scrutiny guidance	Evidence of the County Council's existing approach meeting the guidance criteria
		Executive Members also receive a standing invite to attend Select Committee meetings.
11d	All members and officers should consider the role the scrutiny committee plays to be that of a 'critical friend' not a de facto 'opposition'. Scrutiny chairs have a particular role to play in establishing the profile and nature of their committee.	There exists a well-established culture at the County Council in which overview and scrutiny is an integral part of decision making. Proposals are regularly brought before the relevant Select Committee for consideration and review before recommendations are made to the Executive Member.
11e	Authorities, particularly senior officers, should ensure all officers are free to provide impartial advice to scrutiny committees. Of particular importance is the role played by 'statutory officers' – the monitoring officer, the section 151 officer and the head of paid service, and where relevant the statutory scrutiny officer.	The importance of this is recognised at the County Council and embedded within our normal practices. The 'statutory officers', Corporate Management Team and senior officers regularly attend Select Committee meetings as witnesses or to provide impartial guidance to chairmen. Similarly, officers work closely with overview and scrutiny Members outside of formal meetings to provide information and support as necessary.
11g	Authorities should take steps to ensure all Members and officers are made aware of the role the scrutiny committee plays in the organisation, its value and the outcomes it can deliver, the powers it has, its membership and, if appropriate, the identity of those providing officer support.	(See 11a also) All relevant information is available publicly online, including the Constitution (setting out the remit of the Select Committees), membership of each Committee, meeting dates, contact information and previous meeting documentation (agendas, reports, presentations). Democratic and Member Services have delivered training to officers across the Council on managing and working in a political environment, including the role of Select Committees. Following Council elections, the induction process includes an explanation of the role and remit of scrutiny.

Guidance paragraph	Advice from new Overview & Scrutiny guidance	Evidence of the County Council's existing approach meeting the guidance criteria
11h	One way in which [authorities can ensure Full Council is informed of Overview and Scrutiny's work is] by reports and recommendations being submitted to full Council rather than solely to the Executive. Scrutiny should decide when it would be appropriate to submit reports for wider debate in this way, taking into account the relevance of reports to full Council business, as well as full Council's capacity to consider and respond in a timely manner. Such reports would supplement the annual report to full Council on scrutiny's activities and raise awareness of ongoing work.	Annual scrutiny report. Annual report of the HASC.  The Constitution (Part 3, Chapter 3, Paragraph 1.17.3) enables a Select Committee to refer a matter to Full Council as part of the "call in" process where appropriate. Furthermore, in accordance with Part 3, Chapter 1 Standing Order 18 of the Constitution, the Chairman of a relevant Select Committee may ask for any County Council Motion relevant to the functions of that Select Committee to be considered by the Committee and to make recommendations back to County Council.
11i	Authorities should ensure scrutiny has a profile in the wider community. Consideration should be given to how and when to engage the authority's communications officers, and any other relevant channels, to understand how to get that message across.	Each Select Committee is attended by a representative from the Corporate Communications team who liaises closely with the Chairman to support any community engagement activity.
<b>SECTION 3: RESOURCING</b>		
15-17	Ultimately it is up to each authority to decide on the resource it provides, but every authority should recognise that creating and sustaining an effective scrutiny function requires them to allocate resources to it.	The County Council's approach is to ensure that Select Committees are fully supported by officers from across the Council to ensure that the scrutiny function is effective and produces valuable outcomes. Representatives from across Corporate Services work in partnership with the five Select Committees providing advice and support from: <ul style="list-style-type: none"> <li>• Legal Services</li> <li>• Democratic and Member Services</li> </ul>

Guidance paragraph	Advice from new Overview & Scrutiny guidance	Evidence of the County Council's existing approach meeting the guidance criteria
		<ul style="list-style-type: none"> <li>• Finance</li> <li>• Corporate Communications</li> </ul> <p>Furthermore, departmental support is delivered from the Director, from senior management and from a range of officers from different teams.</p>
18	<p>Combined authorities, upper and single tier authorities are required to designate a statutory scrutiny officer, someone whose role is to:</p> <ul style="list-style-type: none"> <li>• promote the role of the authority's scrutiny committee;</li> <li>• provide support to the scrutiny committee and its members; and</li> <li>• provide support and guidance to members and officers relating to the functions of the scrutiny committee</li> </ul>	<p>The County Council has designated the Director of Transformation and Governance.</p>
<b>SECTION 4: SELECTING COMMITTEE MEMBERS</b>		
24, 28, 32	<p>While there are proportionality requirements that must be met, the selection of the chair and other committee members is for each authority to decide for itself.</p> <p>What an authority must consider when forming a committee is that, as a group, it possesses the requisite expertise, commitment and ability to act impartially to fulfil its functions.</p>	<p>The County Council appoints members to Select Committees on a proportional basis to ensure equal allocation of seats in accordance with the political composition of the Council. The appointment of chairmen and vice chairmen is an appointment that is made by the County Council</p>

Guidance paragraph	Advice from new Overview & Scrutiny guidance	Evidence of the County Council's existing approach meeting the guidance criteria
	Authorities should not take into account a member's perceived level of support for or opposition to a particular political party (notwithstanding the wider legal requirement for proportionality).	
25	Authorities are reminded that members of the executive cannot be members of a scrutiny committee. Authorities should take care to ensure that, as a minimum, members holding less formal executive positions, e.g. as Cabinet assistants, do not sit on scrutinising committees looking at portfolios to which those roles relate.	No Executive Members or Members with Assistant to the Executive responsibilities have a role on Select Committees other than to attend to observe proceedings.
25	Authorities should articulate in their constitutions how conflicts of interest, including familial links (see also paragraph 31), between executive and scrutiny responsibilities should be managed, including where members stand down from the executive and move to a scrutiny role, and vice-versa.	Part 3, Chapter 2, Paragraph 2 of the Constitution provides that where an Executive Member is unable to act owing to a conflict of interests, the Leader may depute that decision to another Executive Member, or discharge the responsibility himself. The County Council's Code of Conduct for Members provides an effective mechanism for dealing with conflicts of interests. Members may also seek the advice of the Monitoring Officer in relation to conflicts of interest.
33, 34	Authorities should ensure committee members are offered induction when they take up their role and ongoing training so they can carry out their responsibilities effectively. Authorities should pay attention to the need to ensure committee members are aware of their legal powers, and how to prepare for and ask relevant questions at scrutiny sessions.	<p>Following local elections, the County Council provides a comprehensive councillor induction that includes a thorough introduction to Overview and Scrutiny as part of the County Council's wider governance framework.</p> <p>On a continuing basis, Councillors are supported to attend internal and external training and network events, funded by the Council. The Council also has an established and well received Member Briefing Programme covering a wide range of topics both</p>

Guidance paragraph	Advice from new Overview & Scrutiny guidance	Evidence of the County Council's existing approach meeting the guidance criteria
		local and national to keep Members informed and support them in carrying out their scrutiny role.
35, 36	<p>While members and their support officers will often have significant local insight and an understanding of local people and their needs, the provision of outside expertise can be invaluable. There are two principal ways to procure this:</p> <ul style="list-style-type: none"> <li>• Co-option – formal co-option is provided for in legislation. Authorities must establish a co-option scheme to determine how individuals will be co-opted onto committees; and</li> <li>• Technical advisers – depending on the subject matter, independent local experts might exist who can provide advice and assistance in evaluating evidence.</li> </ul>	<p>Co-opted members have roles on two of the five Select Committees, the Children and Young People SC and the Health and Adult Social Care SC. These Co-opted Members represent the views of a certain demographic or organisation. Co-opted members on County Council Select Committees currently represent:</p> <ul style="list-style-type: none"> <li>• District, City and Borough Councils (appointed by the Hampshire and Isle of Wight Local Government Association)</li> <li>• Church of England Diocese</li> <li>• Roman Catholic Diocese</li> <li>• Parent Governor</li> </ul> <p>Co-opted members are appointed to provide expertise and input relating to certain topics depending on their experience and background.</p> <p>Select Committee Chairmen may also invite external experts to provide information to the Committee where appropriate.</p>
<b>SECTION 5: POWER TO ACCESS INFORMATION</b>		
40	Scrutiny members should have access to a regularly available source of key information about the management of the authority – particularly on performance, management and risk.	The County Council's Select Committees regularly receive information relevant to the services within their remit whether this is for review, for information, to consider and make recommendations on proposals and to formally scrutinise an Executive decision.



Guidance paragraph	Advice from new Overview & Scrutiny guidance	Evidence of the County Council's existing approach meeting the guidance criteria
		On an annual basis, the Policy and Resources SC receives the Shaping Hampshire Performance report which provides an overview of key information about the management of the authority.
41	Officers should speak to scrutiny members to ensure they understand the reasons why information is needed ... While each request for information should be judged on its individual merits, authorities should adopt a default position of sharing the information they hold, on request, with scrutiny committee members.	<p>A procedure to ensure Access to Information operates which enables Select Committee Members to request to review information relevant to matters that they are scrutinising. Each request is reviewed by the Monitoring Officer. In the same way that briefings are held with Chairmen, Directors often hold briefings with Opposition Group Spokespersons to ensure that the same level of information is relayed impartially and to respond to any queries which may arise.</p> <p>Specific information regarding additional access to information for members of Scrutiny Committees is provided and detailed at Part 4, Appendix D, Paragraph 5 of the Constitution (Members' access to information and to County Council documents).</p>
45	Scrutiny members should also consider the need to supplement any authority-held information they receive with information and intelligence that might be available from other sources and should note in particular their statutory powers to access information from certain external organisations.	Select Committees regularly receive information and evidence from external organisations. This is to fulfil statutory requirements to conduct external scrutiny and also in a non-statutory capacity, to consult externally to ensure a wide range of data is available.
<b>SECTION 6: PLANNING WORK</b>		
47, 55	Scrutiny committees need to plan their work programme, i.e. draw up a long-term agenda and consider making it flexible enough to accommodate	Work planning is an integral aspect of Overview and Scrutiny at the County Council and each Select Committee generally follows a timetable of planning stages. For each meeting cycle, these stages include agenda planning, chair briefings and development

Guidance paragraph	Advice from new Overview & Scrutiny guidance	Evidence of the County Council's existing approach meeting the guidance criteria
	<p>any urgent, short-term issues that might arise during the year.</p> <p>(For the work programme) the kind of questions a scrutiny committee should consider might include:</p> <ul style="list-style-type: none"> <li>• Do we understand the benefits scrutiny would bring to this issue?</li> <li>• How could we best carry out work on this subject?</li> <li>• What would be the best outcome of this work?</li> <li>• How would this work engage with the activity of the executive and other decision-makers, including partners?</li> </ul>	<p>of the Work Programme. Each Select Committee maintains a detailed Work Programme document which is updated as part of each meeting cycle and takes account of Member requests for agenda items. The Work Programme contains information about the intended purpose of the item, the format that the item will be presented in, key contacts and dates.</p> <p>The Constitution (Part 3, Chapter 3, Paragraph 1.9) provides a mechanism through which any Member of a Scrutiny Committee may request consideration of a matter by the next convenient meeting of the relevant Select Committee.</p>
53	<p>Evidence will need to be gathered to inform the work programming process.</p> <p>A range of partners are likely to have insights that will prove useful:</p> <ul style="list-style-type: none"> <li>• Public sector partners</li> <li>• Voluntary sector partners</li> <li>• Contractors and commissioning partners</li> <li>• In parished areas, town, community and parish councils</li> <li>• Neighbouring principal councils</li> <li>• Cross-authority bodies and organisations, such as Local Enterprise Partnerships</li> <li>• Others with a stake and interest in the local area – large local employers, for example.</li> </ul>	<p>Emphasis on partnership working, particularly as HCC is developing its work with partners and external organisations on a variety of projects and initiatives.</p> <ul style="list-style-type: none"> <li>• HASC regularly scrutinises external partners and works with them to develop resolutions – NHS Trusts, CCG's, Healthwatch.</li> <li>• P&amp;R SC – Local Enterprise Partnerships</li> <li>• ETE SC has strong links with environmental organisations, such as Natural England, and Highways Authority</li> <li>• C&amp;C SC liaises regularly with Town and Parish Councils, community sector groups and voluntary organisations regarding projects in planning and recommending grant funding</li> </ul>

Guidance paragraph	Advice from new Overview & Scrutiny guidance	Evidence of the County Council's existing approach meeting the guidance criteria
	<ul style="list-style-type: none"> <li>The executive – a principal partner in discussions on the work programme should be the executive (and senior officers).</li> </ul>	<ul style="list-style-type: none"> <li>Representatives from other authorities are appointed to Select Committees to ensure knowledge is shared appropriately.</li> <li>Also have stakeholder representatives appointed to SC's to provide a sector and service user perspective.</li> <li>Working groups conduct site visits and consult with local groups to feedback to the wider Select Committee. This included visits to localities and discussion with service-users and deliverers. In terms of work planning, Councillors bring their detailed knowledge of local concerns to the process.</li> <li>Regular liaison with the Executive as outlined in 11c.</li> </ul>
<b>SECTION 7: EVIDENCE SESSION</b>		
59-63	<p>Good preparation is a vital part of conducting effective evidence sessions.</p> <p>Effective planning is [primarily] about setting overall objectives and then considering what type of questions (and the way in which they are asked) can best elicit the information the committee is seeking.</p> <p>Chairs play a vital role in leading discussions on objective-setting and ensuring all members are aware of the specific role each will play during the evidence session.</p> <p>Effective planning should mean that at the end of a session it is relatively straightforward for the chair to draw together themes and highlight the key findings.</p>	<p>Before Select Committee Meetings Chairmen, Vice-Chairmen and officers meeting to discuss objectives for each agenda item to inform lines of enquiry.</p> <p>At the meetings, Chairmen are supported to introduce the item and remind members of the background, context and purpose of the item.</p> <p>At the conclusion of a debate, Chairmen are encouraged to sum up the key themes of the debate and Officers capture these and agreed actions within a resolution.</p>

Guidance paragraph	Advice from new Overview & Scrutiny guidance	Evidence of the County Council's existing approach meeting the guidance criteria
64	The development and agreement of recommendations is often an iterative process. When deciding on recommendations, however, members should have due regard to advice received from officers, particularly the Monitoring Officer.	Recommendations are proposed taking account of advice from officers and the Monitoring Officer. Committee have the power to make resolutions which differ from the original recommendations if they wish following the process set out in the Constitution.

## HAMPSHIRE COUNTY COUNCIL

### Report

<b>Committee:</b>	Policy and Resources Select Committee
<b>Date:</b>	24 September 2019
<b>Title:</b>	Hampshire Superfast Broadband Programme
<b>Report From:</b>	Director of Culture, Communities and Business Services

**Contact name:** Glenn Peacey

**Tel:** 07976 866 226

**Email:** Glenn.Peacey@hants.gov.uk

### Purpose of this Report

1. This report is to provide an update on the Hampshire superfast broadband programme.

### Recommendation

That the report be noted.

### Background

2. The Hampshire superfast broadband programme started in 2012 when 80% of premises in the county were able to access superfast broadband services. 80% was the limit generally considered to be the point at which the commercial sector could not go beyond without subsidy.

### Procurements

3. The programme was initially tasked to increase coverage from 80% to 90% by the end of 2015, which it achieved by upgrading services to more than 65,000 premises. The contract to enable these upgrades was awarded to Openreach via a tendering process which used a national framework created by Department for Digital Media, Culture and Sport (DCMS), and its sub department Building Digital UK (BDUK).
4. Funding for this project totalled £11.2m sourced as £5m from DCMS, £1.25m from districts, £3.25m from HCC and a further £1.2m from DEFRA via DCMS.

5. In 2016 Government mandated that County Councils should increase coverage to 95% by the end of 2017. DCMS allocated funding of £9.2m which HCC matched. The County Council undertook a new procurement exercise via the DCMS framework and a second contract was awarded to Openreach for £18.4m to increase coverage to 96% of premises by the end of 2018.
6. In 2017 a gainshare payment (see below) became due and HCC was able to extend coverage of the project from 96% to 97.4% following a cash injection to the project of c.£6.8m.
7. Additionally, the programme initiated a Community Match Funding Scheme (CMFS) that would part-fund communities who had received a quotation from Openreach for a Community Fibre Partnership installation. This allowed communities to bring their installation into the County Council's contract at a reduced cost to the community. This scheme is now closed on the basis that there is insufficient time left in the contract to deliver new schemes.

A summary of the various contracts is below.

- **Wave 1 - £11m**  
64,500 premises upgraded 2013 - 2015
- **Wave 2 - £18m (£9.2m from HCC)**  
34,500 premises 2016 - 2018
- **Wave 2 extension - £6.8m**  
8,500 premises 2018 - 2020
- **Community Match Funding Scheme**  
£1m match funding scheme

### **Contract Controls**

8. The supplier is not allowed to charge more than the actual costs incurred and the contracts entered into between HCC and Openreach include a rigorous auditing process each quarter which is verified by BDUK. In addition to this 'in-flight' control there is also a contract closure auditing and review process.

### **Gainshare**

9. The Contracts effectively underwrite the risk of capital for Openreach when installing broadband into areas thought not to be economically viable. As a result, the public sector funding requirement is calculated on the basis of an assumed take up rate of 20% in Contract 1 and 35% in Contract 2. If take-up exceeds these levels, a rebate is due to Hampshire County Council and BDUK, which is known as Gainshare. There are review points every two years to assess take up against the assumptions used in the cost model and, because the contracts are staggered, this means that HCC will receive a payment each year from now until 2023.

10. Take up at the end of August 2019 stood at:
- Contract 1 Take Up August 2019 – 63.9%
  - Contract 2 Take Up August 2019 – 46.7%
  - Combined Take Up August 2019 – 56.7%
11. HCC and DCMS estimate that the total amount of Gainshare due from the combined contracts is c.£12m, so far £1.772m of Gainshare has been re-invested to extend network coverage. In January HCC received a gainshare payment of £282k, which will be split 51.1% to BDUK and 48.9% to HCC. Future payments will be split by the same percentage, with 51.1% being returned to BDUK.
12. Currently it is not possible to add any further funding to the existing contracts with Openreach because of State Aid and Contract Management regulations and so this money cannot be re-invested into the existing contracts.

### **The remaining 2.6%**

13. It is national policy to reach 100% Fibre to the Premises (FTTP) broadband coverage by 2033, however there are no firm details regarding how this will be achieved and the delivery date is more than a decade away. National coverage of superfast speeds stands at 96% of the UK premises and 95.5% in Hampshire (source: ThinkBroadband).
14. HCC and Government do not have a full plan for the last 2.6% of premises that are beyond the scope of current contracts and available funding. In Hampshire this equates to almost 20,000 premises which are spread across the County and found in almost every parish.
15. The next generation of broadband services, known as Fibre to the Premises (FTTP), is also the most cost effective for most of the last 2.6%. This technology offers near limitless speeds, provides a more reliable and stable connection and is not affected by distance. Government estimate that this will cost in the region of £3-5bn.
16. Government has launched several schemes to encourage the rollout of full fibre broadband. Most of these schemes are applicable to residents and businesses in Hampshire and are being promoted, especially those that are beyond the scope of our current programme.
- Gigabit Voucher Scheme (GBVS) offers funding of £2,500 per Small Medium Enterprises (SME) and £500 per Residential property.
  - Rural Gigabit Connectivity Grant (RGC) launched in May 2019 offers £3,500 per SME and £1,500 per residential property.

- Local Full Fibre Networks (LFFN) – this is a scheme aimed at upgrading connections to public buildings with the expectation that doing so will help reduce the cost of upgrading neighbouring premises.
  - Devon and Somerset Challenge Fund – offers 50% funding to a ceiling of £1,500 per property.
17. Although these schemes do not contain enough funding to reach all affected premises, HCC is working with partners to promote these schemes to potential beneficiaries whilst government formulates the next steps to reaching those premises that are most difficult and expensive to reach. In addition, the HCC Broadband team is exploring options for how gainshare monies can be incorporated into these government schemes for the benefit of the communities.
18. Appendix 1 shows the coverage by district, starting with the coverage before the programme commenced, coverage after each contract and the coverage when the contract completed in mid 2020. It shows the county reaching 97.4% though, at this stage, it is not possible to give exact final percentages for each district as this information is not available from Openreach.

### **Communication with the public**

19. The Broadband programme has a dedicated website and customer support service.
20. The bespoke nature of most enquires and the fact that the programme has to consult with Openreach to get a clear answer for most questions, coupled with the fact that almost 20,000 premises are not covered and will not be receiving a 'free upgrade' means that satisfaction levels can at times be low, despite the programme bringing upgrades to more than 100,000 premises across Hampshire.
21. Communication with County Councillors, District Councillors and Parishes are considered one of the primary routes to ensuring communities are kept up to date with progress on the project and alternative routes to funding should they fall outside our programme.

### **Further Funding**

22. HCC estimates that there are 20,000 premises beyond the scope of the current £28m broadband programme. Based on examples of costs found from the CMFS project, it appears likely that an average cost in excess of £1,000 per property for these remaining premises is very likely, with many premises being significantly more than this. The estimated gap cost for delivering the remaining premises is therefore circa £20m but could be substantially more.



23. HCC is working directly with BDUK to ensure we secure funding from central government once this becomes available, and we are also considering what will be the best mechanisms for ensuring coverage, be that procurement, vouchers, grants or a combination of these techniques.

## REQUIRED CORPORATE AND LEGAL INFORMATION:

### Links to the Strategic Plan

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

### Section 100 D - Local Government Act 1972 - background documents

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

Document

Location

None

## **EQUALITIES IMPACT ASSESSMENT:**

### **1. Equality Duty**

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

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

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

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

### **2. Equalities Impact Assessment:**

There are no proposals in this report and therefore there will be a low or no impact on groups with protected characteristics

#### **Impact on Crime and Disorder:**

None identified.

#### **Climate Change:**

How does what is being proposed impact on our carbon footprint / energy consumption?

Positive impact.

How does what is being proposed consider the need to adapt to climate change, and be resilient to its longer term impacts?

Positive impact.

District	Total Number of Premises	Contract 1 Total Superfast Upgrades	Contract 2 Total Superfast Upgrades	FTTP	% Superfast Before HSFBB (2013)	% Superfast After Contract 1 (2013-2015)	% Superfast After Contract 2 (2016-2020)	% Superfast After Contract 2 Extension
Basingstoke and Deane	75,229	11,021	3,708	1,333	74.80%	90%	95%	Not yet available
East Hampshire	51,434	11,167	4,602	1,102	62.50%	86%	92%	Not yet available
Eastleigh	55,412	1,805	2,112	321	93.10%	96%	98%	Not yet available
Fareham	50,167	773	2,297	276	95.00%	96%	99%	Not yet available
Gosport	37,717	646	1,296	48	96.10%	99%	100%	Not yet available
Hart	38,529	5,266	1,950	492	78.80%	92%	96%	Not yet available
Havant	55,073	733	1,529	92	97.50%	99%	99%	Not yet available
New Forest	84,635	12,316	4,280	1,175	69.00%	90%	95%	Not yet available
Rushmoor	40,050	710	959	30	95.50%	98%	99%	Not yet available
Test Valley	52,830	7,456	7,232	1,063	65.10%	83%	93%	Not yet available
Winchester	51,306	4,097	6,367	833	71.70%	80%	92%	Not yet available
Grand Total	592,395	55,990	36,332	6,765	80.30%	91%	96%	97.40%

## HAMPSHIRE COUNTY COUNCIL

### Report

<b>Committee:</b>	Policy and Resources Select Committee
<b>Date:</b>	24 September 2019
<b>Title:</b>	Work Programme
<b>Report From:</b>	Director of Transformation and Governance – Corporate Services

**Contact name:** Louise Pickford, Democratic and Members Services

**Tel:** 01962 847355

**Email:** Louise.pickford@hants.gov.uk

### Purpose of the Report

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

### Recommendation

2. It is recommended that the Committee consider the forthcoming work programme, suggest any items for inclusion and agree amendments accordingly.

## 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

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

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

### **2. Equalities Impact Assessment:**

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

## WORK PROGRAMME – POLICY & RESOURCES SELECT COMMITTEE

Topic	Issue	Reason for inclusion	Status and Outcomes	24 Sept 2019	14 Nov 2019	17 Jan 2020	5 March 2020
<b>Pre-scrutiny</b>	Revenue and Capital Budget	To pre-scrutinise the budget proposals for the Policy & Resources portfolio, prior to approval by the Executive Member.	Budget considered annually in January. (in recent years this committee has also received the budget setting item at the January meeting for additional context) In 2019 due to also scrutinise Transformation to 2021 savings proposals at Sept 2019 meeting.	✓		✓	
<b>Overview Items</b>	Performance	To monitor how performance is managed corporately and consider the performance information to support identification of areas to focus scrutiny.	Members requested to consider the performance report annually. Last received June 2018, next update expected summer 2019. Mid-year update due Jan 2020.			✓	



Topic	Issue	Reason for inclusion	Status and Outcomes	24 Sept 2019	14 Nov 2019	17 Jan 2020	5 March 2020
Overview Items	IT developments and issues (including Digital Strategy)	Monitoring contribution of IT to change programmes, major projects (e.g. rural broadband) and policy issues in relation to underpinning council services (e.g. disaster recovery plans)	Update has been considered annually. Last update received Jan 2019, next update due Jan 2020.			✓	
	Budget Monitoring	(a) Final Accounts considered at summer meeting, to see how the budget was managed for the year compared to plan. (b) Medium Term Financial Strategy – considered when appropriate to provide longer term financial context. (c) Planning for the 2019/20 budget gap	(a) Last considered June 2019  (b) MTFS last considered June 2018.  (c) ‘transformation to 2019’ update last received April 2018.				

Topic	Issue	Reason for inclusion	Status and Outcomes	24 Sept 2019	14 Nov 2019	17 Jan 2020	5 March 2020
	Local Enterprise Partnerships	Requested by Chairman summer 2018	Introductory presentation Nov 2018, to retain for further scrutiny. To invite chief executive and chairman of both LEPs to March 2019 meeting. Update in Nov 2019.		✓		
	Hampshire 2050 Commission	Requested by Chairman Spring 2018.	Update received June 2019. Retain for future update.				
Overview Items	Broadband - Issues raised regarding Openreach working with rural communities to implement broadband schemes	When considered at its meeting in January 2019 - agreed to review in 6 months' time.	Committee agreed to receive an update in 6 months' time.	✓			

Topic	Issue	Reason for inclusion	Status and Outcomes	24 Sept 2019	14 Nov 2019	17 Jan 2020	5 March 2020
Crime & Disorder	Duty to review, scrutinise, and report on the decisions made, and actions taken by 'responsible authorities' under the Crime and Disorder Act.	This duty passed from the Safe & Healthy People Select Committee to this committee in May 2014	<p>Introductory item on crime and disorder received at Oct 2014 meeting. Update on crime &amp; disorder work (domestic abuse focus) received at Nov 2015 meeting. Update (with Prevent focus) Nov 2016 and short introduction from PCC. Supporting Troubled Families focus Nov 2017. Child Exploitation focus Nov 2018.</p> <p>Request update on work of county strategy group (annual update due Nov 2019)</p>		✓		
Collation of Annual Report of Select Committee 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	In recent years this has been prepared by financial year. Report for 18/19 approved at June meeting, submitted to July 2019 Council				

Topic	Issue	Reason for inclusion	Status and Outcomes	24 Sept 2019	14 Nov 2019	17 Jan 2020	5 March 2020
Statutory guidance on Overview and Scrutiny in local and combined authorities	To receive a report from the Monitoring Officer	update the Committee on the guidance recently published by the Ministry of Housing, Communities and Local Government regarding overview and scrutiny (O&S) in local and combined authorities.		✓			