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NOTICE OF MEETING

Meeting	Economy, Transport and Environment Select Committee
Date and Time	Thursday 23rd September, 2021 at 10.00 am
Place	Ashburton Hall - HCC
Enquiries to	members.services@hants.gov.uk

Carolyn Williamson FCPFA
Chief Executive
The Castle, Winchester SO23 8UJ

FILMING AND BROADCAST NOTIFICATION

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

AGENDA

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF INTEREST

All Members who believe they have a Disclosable Pecuniary Interest in any matter to be considered at the meeting must declare that interest and, having regard to Part 3 Paragraph 1.5 of the County Council's Members' Code of Conduct, leave the meeting while the matter is discussed, save for exercising any right to speak in accordance with Paragraph 1.6 of the Code. Furthermore all Members with a Personal Interest in a matter being considered at the meeting should consider, having regard to Part 5, Paragraph 4 of the Code, whether such interest should be declared, and having regard to Part 5, Paragraph 5 of the Code, consider whether it is appropriate to leave the meeting while the matter is discussed, save for exercising any right to speak in accordance with the Code.

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

To confirm the minutes of the previous meeting

4. DEPUTATIONS

To receive any deputations notified under Standing Order 12.

5. CHAIRMAN'S ANNOUNCEMENTS

To receive any announcements the Chairman may wish to make.

6. JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY (Pages 7 - 44)

To pre-scrutinise a report to the Executive Lead Member for Economy, Transport and Environment, which sets the strategic direction for the Project Integra partnership.

7. SAVINGS PROGRAMME TO 2023 – REVENUE SAVINGS PROPOSALS (Pages 45 - 142)

To pre-scrutinise a report to the Executive Lead Member for Economy, Transport and Environment regarding savings proposals.

8. BUS BACK BETTER - PRESENTATION

To receive a presentation from the Public Transport Manager on Bus Back Better.

9. WORK PROGRAMME (Pages 143 - 148)

To review and approve the current work programme for the Economy, Transport and Environment Select Committee.

ABOUT THIS AGENDA:

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

ABOUT THIS MEETING:

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

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

Agenda Item 3

AT A MEETING of the Economy, Transport and Environment Select Committee
of HAMPSHIRE COUNTY COUNCIL held at the castle, Winchester on
Thursday, 29th July, 2021

Chairman:

* Councillor Stephen Philpott

- | | |
|-------------------------------|---|
| * Councillor Derek Mellor | * Councillor Kim Taylor |
| * Councillor Nick Adams-King | * Councillor Martin Tod |
| Councillor Debbie Curnow-Ford | * Councillor Rhydian Vaughan MBE |
| * Councillor Barry Dunning | * Councillor Bill Withers Lt Col (Retd) |
| * Councillor Tim Groves | Councillor Graham Burgess |
| Councillor Gary Hughes | * Councillor David Drew |
| Councillor Rupert Kyrle | |
| Councillor Hugh Lumby | |
| * Councillor Elaine Still | |

*Present

Also present with the agreement of the Chairman: Executive Lead Member for Economy, Transport and Environment and the Executive Member for Climate Change and Sustainability

1. **APOLOGIES FOR ABSENCE**

Apologies were received from Cllr Debbie Curnow-Ford and Cllr Lumby. Cllr David Drew attended as a deputy.

2. **DECLARATIONS OF INTEREST**

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

3. **MINUTES OF PREVIOUS MEETING**

A minor correction was made to a spelling into paragraph 28 ('fare' rather than 'fair') and the minutes of the last meeting were then agreed.

4. **DEPUTATIONS**

A deputation was received from Tim Pickering regarding Item 6 on the agenda. Mr Pickering thanked HCC and officers for progress on Active Travel, but felt that there was still more that could be done and highlighted the importance of consultations and listening to the public and ensuring that consultations were accessible to all.

5. **CHAIRMAN'S ANNOUNCEMENTS**

The Chairman thanked the previous Chairman, Cllr Russell Oppenheimer for his leadership of the Select Committee. Tributes and a moment of reflection was also held for Cllr Roland Dibbs, who had sat on the Committee.

Thanks were paid to officers for their work on the recent flash floods across the County and well wishes were also sent to the Director of Economy, Transport and Environment.

6. **PRE-SCRUTINY OF ACTIVE TRAVEL FUND TRANCHE 2 PROGRAMME**

The Select Committee pre-scrutinised a report for the Executive Member for Highways Operations (item 6 in the minute book) on Active Travel.

Regarding Brighton Way, Members queried whether the cycle path could go up to the school, which officers agreed to investigate. The School Streets initiative pilot was to take place at three schools and would be reported back in due course.

The Select Committee scrutinised the plans for Winchester and officers confirmed that North Walls was intertwined with Hyde Street. Reducing to one lane hadn't impacted the traffic across the city and therefore wasn't a priority for improvement at the current time, but it would be monitored going forward.

Councillor Nick Adams-King felt that future plans for Romsey would be welcomed despite it not being a priority at the current time. Councillor Martin Tod highlighted paragraph 83 in the Active Travel report and also requested that the proposal to look into further active travel measures should funding become available was taken into account going forward. Councillor Humby agreed to take the feedback from the Select Committee to the Executive Member for Highways Operations, thanking the Committee for their feedback and emphasising the importance of balancing priorities and needs.

RESOLVED

The Select Committee supported the recommendations being proposed to the Executive Member for Highways Operations in paragraphs 2-4 of the report.

7. PRE-SCRUTINY OF ETE CAPITAL PROGRAMME 2020/21 END OF YEAR & QUARTER 1 2021/22

The Select Committee pre-scrutinised a report for the Executive Lead Member for Economy, Transport and Environment on the ETE Capital Programme.

The Committee were disappointed to see a 24% reduction in government funding for highway repairs and noted the proposals around flooding in section 19 of the report.

Councillor Humby thanked officers for their hard work, especially with the current challenges.

RESOLVED

The Select Committee supported the recommendations being proposed to the Executive Lead Member for Economy, Transport and Environment in paragraphs 3-6 of the report.

8. PRE-SCRUTINY OF THE ENVIRONMENT STRATEGY

The Select Committee pre-scrutinised a report for the Executive Member for Climate Change and Sustainability regarding a proposed environment strategy.

The proposed strategy provided a high-level overview, which was welcomed by the Committee and it was confirmed that work would start in the autumn with engagement with stakeholders.

Ongoing work would continue with partners, particularly around flooding and water stewardship and it was acknowledged that this work extended beyond the strategy.

Councillor Jan Warwick, Executive Member for Climate Change and Sustainability shared that there was clear direction following the 2050 Commission and legislation was also coming through from central government.

RESOLVED

The Select Committee supported the recommendations being proposed to the Executive Member for Climate Change and Sustainability in paragraphs 2 and 3 of the report.

9. PRE-SCRUTINY OF HAMPSHIRE HIGHWAYS - SERVICE UPDATE

The Select Committee pre-scrutinised a report to the Executive Member for Highways Operations with proposals for measures being taken to ensure minimum standards of service delivery.

Members were pleased to learn that Hampshire was leading in the area of recycled aggregates being used and continued to look at innovative solutions

going forward.

When looking at highway incidents, it was confirmed that a risk-based approach was taken with each logged defect to prioritise incidents.

Whilst there had been underinvestment in the highway network, Members were reassured that the County Council continued to lobby government for more funding.

RESOLVED

The Select Committee supported the recommendations being proposed to the Executive Member for Highways Operations in paragraphs 2 and 3 of the attached report.

10. **VERGE MANAGEMENT**

The Select Committee received a presentation from the Head of Highways (Commissioning) on verge management.

Members were given an overview of the verge network and learned about the previous and new maintenance regime along with a summary of trials and pilots that had taken place and challenges faced by the County.

During questions it was confirmed that grass grids used on verges could be plastic or concrete and only hedges that came under highways were managed.

11. **WORK PROGRAMME**

The Select Committee considered the work programme and discussed potential new items as well as those already proposed.

It was agreed that the following items go to a future Member Briefing event:

- Road Safety, to include speed reduction, how speeds are determined and criteria for crossings and whether any improvements could be made to current processes
- Street trees and arboriculture, to include the ash dieback

Following discussion, the work programme was agreed by the Select Committee.

Chairman,

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Contextual information

5. All 14 of the waste authorities of Hampshire (Disposal and Collection) are partners, along with Veolia, in Project Integra, the partnership established in the mid-1990s to deliver an integrated waste management service.
6. Following local government reorganisation in the late 1990s the Unitary Authorities of Portsmouth City Council and Southampton City Council were created and joined the Project Integra partnership.
7. As a waste partnership rather than a Joint Waste Authority there is no legal requirement to have a JMWMS however Project Integra has developed one to help the partnership reach its overarching strategic goals.
8. The JMWMS was last refreshed in 2012. It covered the time period from 2013 - 2023¹ and was developed in the context of no waste growth and in response to the Waste Directive 2011² which places a focus on treating waste as a resource and application of the waste hierarchy.
9. Whilst some progress has been made by Project Integra through delivery of this Strategy, overall performance, particularly in terms of recycling, has stagnated in the last few years. This, combined with the release of the Government's Resources and Waste Strategy³ and the scale of change it is expected to have on all local authorities means that a review of the JMWMS is necessary.
10. The Resources and Waste Strategy will be implemented via the forthcoming Environment Bill which is expected to become law in late 2021 with the first implementation dates in mid to late 2023. A clear strategy that covers the development and delivery of changes over this period and into the future is key to ensuring that the benefits are maximised for Hampshire, Portsmouth and Southampton.

Project Integra Joint Municipal Waste Management Strategy

11. The new JMWMS will cover the period 2021 – 2035 and the overarching vision is set out below:
“The Project Integra partners will work together to deliver high performing, forward looking and value for money recycling and waste management services meeting local needs.”
12. This vision has been developed collaboratively by all PI partners and reflects the need to work closely and collaboratively in order to deliver significant improvements in performance and ensure value for money.
13. The JMWMS sets out both the current performance of the partnership clearly showing that recycling rates have plateaued over the last few years and

¹ <https://documents.hants.gov.uk/waste/jmwms-2012.pdf>

² https://www.legislation.gov.uk/ukdsi/2011/9780111506462/pdfs/ukdsi_9780111506462_en.pdf

³ <https://www.gov.uk/government/publications/resources-and-waste-strategy-for-england>

Hampshire has slipped down the national league tables as other authorities have developed new infrastructure and services to improve their performance.

14. The key legislative and policy drivers are identified in the Strategy with the primary one being the three key new waste policies that will be introduced by the Environment Bill 2020;
 - i. Consistency of Household and Business Recycling Collections in England
 - ii. Extended Producer Responsibility (EPR) for packaging
 - iii. Introducing a Deposit Return Scheme (DRS)
15. The combined impact of these policies represents the most significant change for the waste management sector, and particularly Local Authorities, for more than a decade, requiring new collection and disposal services and the associated infrastructure.
16. The JMWMS also identifies the ongoing financial pressures that Local Authorities are experiencing and the need to ensure not only value for money but also that performance enhancements, particularly in terms of waste prevention and reduction are delivered, that reduce the cost of waste services overall.
17. Engagement with key stakeholders across PI's partnering authorities was undertaken to identify and agree the JMWMS aims and objectives. A series of engagement workshops were undertaken to firstly identify, and secondly assess, options available to the partnership, resulting in a shortlist of subjects to be incorporated into the JMWMS.
18. The shortlisted strategic objectives have been split into five groups and are set out below, the final draft JMWMS is appended to this report and provides the detail associated with each of them:

Group 1 – Partnership Working

- Identification of external funding opportunities
- Revision to PI funding arrangements
- Development of and commitment towards revised JMWMS Implementation Plan
- Whole system thinking at PI level
- Setting agreed performance indicators and targets

Group 2 – Recyclable Material Management

- Introduction of two stream collections
- Reduced contamination
- Retained and maximised income share for materials

Group 3 – Waste Reduction

- Increased reuse from bulky waste

- Development and delivery of waste prevention initiatives
- Continued promotion of home composting

Group 4 – Best Practice

- Zero waste to landfill
- Evaluation and introduction of alternative fuels for vehicles
- Identification and evaluation of alternative technologies

Group 5 – Service Delivery

- Improved and consistent communications campaigns
- Consistent, best practice approach to service provision
- Consistent approach to staff training
- Increased cross boundary working
- Sharing of customer satisfaction surveys for the benefit of all partners

19. In addition to the key principles that have been outlined above there are a number of cross cutting themes that were identified by the partners during the development of the JMWMS. These were:

- a. Partnership Working Framework – there is a need for a clear partnership agreement to set out how the partnership will work going forward supported by financial arrangements that will incentivise all partners to recognise and work to tackle the issues that occur, such as contamination. It is anticipated that an update to the existing partnership agreement will be developed once all partners have approved the JMWMS, and approval will be sought in due course.
- b. Local Accountability & Decision Making – the partners are keen to ensure that they retain the ability to make local decisions relating to their services. The County Council recognises this and believes that a greater level of consistency would be better and that the ability for Project Integra to make decisions would be of benefit. The County Council will be seeking to establish some level of decision making at the Strategic Board Level through the new partnership agreement which will also set out revised financial arrangements such that the Waste Collection Authorities (WCAs) are liable for additional disposal costs caused by local decisions they make.
- c. Climate Change/Carbon Impacts – as all of the partners have declared climate emergencies in the last 12-18 months an assessment of the impact of decisions on the climate will be key. The key service change proposed in the Strategy i.e., from co-mingled Dry Mixed Recycling (DMR) collections to twin stream (separate fibre & container) collections has been considered in carbon terms and has been shown to have significant benefits to the current service as well as the other alternatives

considered. This approach to assessment of options is one the Project Integra partners will use for future decisions.

- d. Food Waste Service - Introduction of food waste collections is set to be mandatory under the forthcoming Environment Bill 2020 and this needs to be delivered in a managed way to ensure that maximum diversion from residual waste into recycling is achieved alongside reduction of total food waste arisings to improve the environmental outcomes and reduce the overall costs.
 - e. Best Practice / Joint Working on Challenging Areas – Issues such as recycling provision for flats and multiple occupancy dwellings as well as how to reach disengaged residents with messages about recycling are common to all and it is important that we use examples of best practice to inform how these are tackled and work collectively to deliver solutions.
20. In order to be adopted the JMWMS requires approval by each of the individual Project Integra partner authorities and due to the timetable for formal decisions there is the potential for minor changes to the JMWMS wording. The final draft is appended to this report but is subject to minor changes resulting from the decision making process at each partner authority.

Consultation and Equalities

21. Consultation has been undertaken at both an Officer and Member level with all of the Waste Collection Authorities in Hampshire as well as the Unitary Authorities of Portsmouth City Council and Southampton City Council. The Strategy is being considered formally for approval at each Authority individually.
22. The JMWMS sets out the approach being taken with regard to the collection and processing of dry recyclables at the kerbside and will result in a wider range of materials being suitable to be placed in the kerbside recycling bin. This will reduce the need for residents who wish to recycle more having to transport some material to other locations such as bring banks, which can be less accessible, therefore having a positive impact on some groups with protected characteristics. For example, some older residents, some with a disability or some experiencing pregnancy or maternity may be less able to transport items and will instead be able to place them in the kerbside bin.
23. An increased range of materials collected at the kerbside could also have a positive impact on those in poverty, who may have less access to private vehicles to be able to transport some material to other collection points, for example bring banks. Similarly, there may be a positive impact on some people in rural areas, who could have less need to make journeys to bring banks which are often located in urban areas.
24. The JMWMS would have a neutral impact on all other groups with protected characteristics.

Climate Change Impact Assessments

25. Hampshire County Council utilises two decision-making tools to assess the carbon emissions and resilience of its projects and decisions. These tools provide a clear, robust, and transparent way of assessing how projects, policies and initiatives contribute towards the County Council's climate change targets of being carbon neutral and resilient to the impacts of a 2°C temperature rise by 2050. This process ensures that climate change considerations are built into everything the Authority does.
26. This decision is to approve the Joint Municipal Waste Management Strategy, and as such it does not relate to any physical infrastructure. Any development required as a result would be subject to a separate decision and be assessed using the tools.

Carbon Mitigation

27. Whilst this decision relates to approval of the Joint Municipal Waste Management Strategy it contains within it the introduction of a twin stream system for the collection and processing of kerbside recycling. This system has been assessed against the alternatives of maintaining a fully comingled recycling service or opting for a 'kerbside sort' system and determined the best option, with a carbon impact assessment being a key factor in the decision. This assessment showed that the twin stream system would result in a significant reduction in carbon emissions compared with the current comingled service and an equal reduction to that achieved through a kerbside sort system.
28. The modelling work has shown that the preferred twin stream delivers a significant increase in the overall recycling rate for the Project Integra partnership by 13.4%. This significant shift in recycling performance results in a reduction of the equivalent of -13,603 tonnes of CO₂ per annum compared to the current system from a waste disposal perspective. Whilst from a whole system perspective there is small increase in the carbon impact of the collection of material (2,175 tonnes of CO₂ equivalent) there is a significant overall reduction of -11,428 tonnes of CO₂ equivalent.

Conclusions

29. The Joint Municipal Waste Management Strategy provides the high level structure for the Project Integra partnership to deliver the requirements of the Environment Bill and achieve a significant step forward in performance on all levels.
30. The Strategy seeks to maximise the benefit of a partnership approach in delivering high quality services to residents and achieving value for money in terms of the whole waste system of Hampshire, Portsmouth and Southampton.

31. By approving this strategy, the County Council is demonstrating both its ambition to improve performance and commitment towards improving the service for Hampshire residents.

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:	no
People in Hampshire enjoy a rich and diverse environment:	yes
People in Hampshire enjoy being part of strong, inclusive communities:	no

Other Significant Links

Links to previous Member decisions:	
<u>Title</u>	<u>Date</u>
N/A	
Direct links to specific legislation or Government Directives	
<u>Title</u>	<u>Date</u>
The Environment Bill 2020	2020

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

EQUALITIES IMPACT ASSESSMENT:

1. Equality Duty

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

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

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

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

2. Equalities Impact Assessment:

2.1 The JMWMS sets out the approach being taken with regard to the collection and processing of dry recyclables at the kerbside and will result in a wider range of materials being suitable to be placed in the kerbside recycling bin. This will reduce the need for residents who wish to recycle more having to transport some material to other locations such as bring banks, which can be less accessible, therefore having a positive impact on some groups with protected characteristics. For example some older residents, some with a disability or some experiencing pregnancy or maternity may be less able to transport items, and will instead be able to place them in the kerbside bin.

2.2 An increased range of materials collected at the kerbside could also have a positive impact on those in poverty, who may have less access to private vehicles to be able to transport some material to other collection points, for example bring banks. Similarly, there may be a positive impact on some people in rural areas, who could have less need to make journeys to bring banks which are often located in urban areas.

2.3 The JMWMS would have a neutral impact on all other groups with protected characteristics.



INTEGRA

Project Integra

Joint Municipal Waste Management Strategy

What can I put in my recycling bin in Hampshire?



Paper



Cans and Tins



Cardboard



Plastic Bottles



Aerosols



Report for

Project Integra

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Doc Ref. PI JMWMS Final

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Management systems

This document has been produced by Wood Group UK Limited in full compliance with our management systems, which have been certified to ISO 9001, ISO 14001 and ISO 45001 by Lloyd's Register.

Document revisions

No.	Details	Date
V1	First draft	15 July 2021
V2	Second draft	21 July 2021
V3	Third draft	27 July 2021
V4	Draft for release to client	29 July 2021
V5	Final Draft	23 Aug 2021

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1. Introduction to Project Integra

Project Integra (PI) is a partnership in Hampshire consisting of Hampshire County Council as a waste disposal authority, 11 waste collection authorities and two unitary authorities, all providing a variety of collection services but based on a core theme of the comingled collection of dry recyclable material. The two unitary authorities, Portsmouth City Council and Southampton City Council also act as Waste Disposal Authorities. The Local Authorities that make up PI are:

- Basingstoke & Deane Borough Council (BDBC)
- East Hampshire District Council (EHDC)
- Eastleigh Borough Council (EBC)
- Fareham Borough Council (FBC)
- Gosport Borough Council (GBC)
- Hampshire County Council (HCC)
- Hart District Council (HDC)
- Havant Borough Council (HBC)
- New Forest District Council (NFDC)
- Portsmouth City Council (PCC)
- Rushmoor Borough Council (RBC)
- Southampton City Council (SCC)
- Test Valley Borough Council (TVBC)
- Winchester City Council (WCC)

In 1997 Hampshire County Council entered into a waste disposal service contract (now extended to 2030) which was awarded to Veolia UK. Portsmouth City Council and Southampton City Council became co-signatories to the contract after their formation as unitary authorities. Prior to the commencement of the contract, all 14 waste authorities of Hampshire (Disposal and Collection), along with Veolia Hampshire, became members of PI. The Partnership agreement sets out the principles of PI and the roles and responsibilities of the partnership authorities.

The work of PI is guided by three objectives:

- Customer focus
- Value for money
- Sustainability

Hampshire has been widely acknowledged for its partnership working on waste, its impressive integrated waste management facilities, relatively high performance and contribution to shifting fundamental thinking from waste to resource management, however in recent years performance levels have failed to keep up with those of the best performing authorities in England - this is a situation that the Partnership is determined to change.

1.1 Working Groups

The Partnership works to influence national policies, secure external funding, and promote sustainability, with a core aim being to communicate effectively to both the public and the businesses communities. Our strategy officer group is made up of officers from each partner authority and PI. Similarly, our strategic board is made up of officers and elected members from each partner authority.

There are a number of existing working groups within the Partnership, although additional groups are created to target specific issues when identified:

- The Resource Aware Group (RAG); deliver consistent, effective waste management communications and performance improvement across Hampshire.
- Operations; meet to discuss operational issues and programmes of work.
- Waste technical group; meet to discuss the materials analysis facility sampling programme and contamination.
- The Common Approach to Safety and Health (CASH); supported by PI and considers health and safety best practice and guidance aligned to waste and other environmental services.
- Fly-tipping Strategy; sits under PI for governance and information purposes

1.2 Our Vision

In support of the 14 waste authorities in Hampshire delivering its vision, the Partnership refreshed its 2006 Joint Municipal Waste Management Strategy (JMWMS) in 2012 with a vision to *manage the effectiveness of its sustainable material resources system to maximise efficient re-use and recycling of material resources and minimise the need for disposal in accordance with the national waste hierarchy*. It is recognised that the legislative and budgetary environment has significantly changed since the refresh of the JMWMS and that an update is required to take into account competing pressures on all partnership authorities within Hampshire, and to consolidate an agreed path for service consistency and best value in waste service delivery for the county as a whole, based on agreed priorities.

This updated JMWMS is for the period up to 2035 and the vision for Hampshire is:

"The Project Integra partners will work together to deliver high performing, forward looking and value for money recycling and waste management services meeting local needs"

1.3 Joint Municipal Waste Management Strategy - Principles

The revised Waste Framework Directive (2008/98/EC) sets out the waste hierarchy which ranks waste management options according to what is best for the environment. Waste management in the UK is based on the principles of the waste hierarchy, which dictates that waste prevention is the most desirable outcome followed by reducing, reusing and then recycling resources before the worst-case option of disposal. Our JMWMS has always aimed to deliver engagement, education and raise awareness of waste management within the community to drive material up the waste hierarchy.



The Government's documents "Resources and waste strategy – Our Waste, our resources: A Strategy for England" (December 2018) and "Waste Prevention Programme for England: Towards a Resource Efficient Economy (March 2021)" set out priorities for action to manage resources and waste in accordance with the waste hierarchy and to focus increased efforts towards those steps at the top of hierarchy. This JMWMS is aligned to the requirements of these documents.

Operating our waste management services comes at a substantial cost. With budgetary constraints and legislative pressures it is important to maximise value for money as an overarching Partnership principle. Striving for improved performance through waste prevention in the first instance, followed by recycling, is resultantly the best option both financially and environmentally. By following this principle the Partnership and the wider community can contribute to and help ensure value for money is realised in the services delivered.

Besides public engagement the JMWMS aims to deliver waste collection, treatment and disposal solutions while minimising the environmental impacts. In addition to the waste hierarchy, the partnership also acknowledges the proximity principle that describes a need for materials to be handled, treated, and disposed of as near as possible to its place of consumption.

2. Performance and Service Delivery

Waste management in Hampshire has seen significant change since 2000 as illustrated in Figure 2-1. The landfilling of waste has continuously decreased, markedly between 2003/04 and 2005/06 when residual waste began to be treated within Energy from Waste (EfW) facilities.

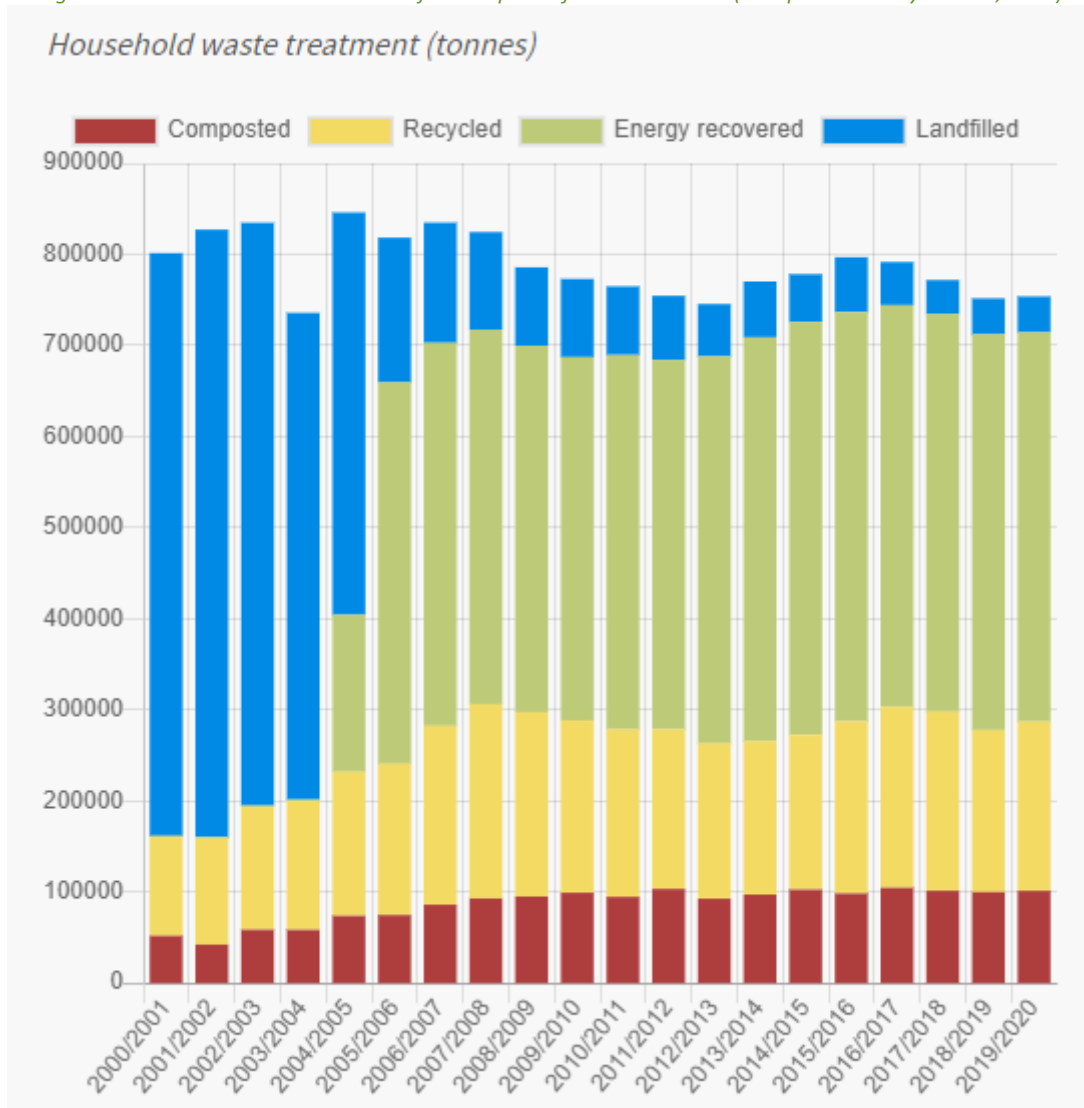
The total amount of generated waste in Hampshire has also reduced since a peak in 2005/06 of around 850,000 tonnes per annum to approximately 750,000 tonnes per annum in 2019/20, with a waste collection yield of 428.9 kg/person/year¹.

In 2019/20 Hampshire's recycling rate was 41.7% (across all recycling services, including HWRCs). The highest performing Partner had a recycling rate of 41.3%, with the lowest performing Partner having a recycling rate of 24.8%. Overall, the County sits within the lower half of the English local authority recycling performance league table, with the majority of partners sitting in the lower quartile. The recycling, reuse and composting rate has increased over time but has plateaued over 2018/19 and 2019/20. The level of performance being achieved has resulted in pressure being exerted on some Partner authorities by the Secretary of State to make improvements.

Contamination monitoring across the MRFs showed that the average comingled dry recycling contamination level was 15.9% in 2019/20 (an increase from 13.75% in 2018/19). However, the capture of comingled dry recycling has also slightly increased over this time period. Reducing contamination will continue to be a key focus going forward.

¹ <https://www.letsrecycle.com/councils/league-tables/2019-20-overall-performance/>

Figure 2-1 Household waste treatment for Hampshire from 2000-2020² (Hampshire County Council, 2021)



The Partnership is committed to improving performance to consistently high levels across Hampshire, Portsmouth and Southampton, to optimise costs and to achieve this while working to high and consistent levels of public satisfaction. This will be supported through regular and consistent service review, analysis and measurement to enable progress against targets to be tracked and further actions to be identified.

2.1 Current services

The waste collection systems in Hampshire vary between the partner authorities. However, all households receive a kerbside collection for dry mixed recyclables (paper & card, plastic bottles, cans, tins and aerosol cans). Garden waste collections are offered through chargeable, opt-in services and many households receive glass collections. Residual waste, comingled dry recycling (excluding glass), and separate glass is collected using different containers and on differing frequencies, as detailed in Table 2-1.

² <https://www.hants.gov.uk/wasteandrecycling/projectintegra/performance>

Table 2-1 2021 collection of MSW by the partnership authorities, Weekly: Collected weekly, Fortnightly: Collection every second week, AWC: Alternate Weekly Collection of Residual waste and Dry recycling, and 4-weekly: Collection every fourth week.

Partner	Residual waste	Dry recycling (ex. glass)	Glass	Food Waste
BDBC	Weekly	Fortnightly	Collected with dry recycling in box	n/a
HDC	Fortnightly	Fortnightly	Collected with dry recycling in box	n/a
SCC	AWC	AWC	Fortnightly	n/a
RBC	Weekly	Fortnightly	Collected with dry recycling in box	Weekly from Oct
EHDC	Fortnightly	Fortnightly	4-weekly	n/a
HBC	Fortnightly	Fortnightly	n/a	n/a
WCC	AWC	AWC	4-weekly	n/a
EBC	AWC	AWC	4-weekly	Weekly
PCC	Weekly	Fortnightly	n/a	Weekly
FBC	AWC	AWC	n/a	n/a
GBC	AWC	AWC	n/a	n/a
NFDC	Weekly	Weekly	4-weekly	n/a
TVBC	AWC	AWC	n/a	n/a

2.2 Infrastructure

Hampshire County Council has, in conjunction with the City Councils of Portsmouth and Southampton, entered a waste disposal service contract (now extended to 2030) with Veolia UK. The joint working arrangements put in place through the PI partnership have enabled the Councils to include recycling infrastructure within the remit of the contract. Investment has been made across a suite of waste management infrastructure solutions:

- Three Energy Recovery Facilities (ERFs);
- Two Material Recovery Facilities (MRFs);
- Two Composting Facilities;
- 26 Household Waste Recycling Centres (HWRCs); and
- 12 Transfer Stations.

Infrastructure requirements are being considered in light of the anticipated requirements of the Resources and Waste Strategy, and the changes in services that will be required. This is particularly relevant to the provision of MRFs, which will require reconfiguration or redevelopment should services transition to a two-stream collection of dry recycle.

3. Policy and legislative drivers

This section summarises the key international, national and local legislation and drivers which impact upon the structure of this waste strategy.

3.1 International and National Policy & Legislation

Many of the roots of UK legislation governing the management of waste in this country can be traced back to European Union (EU) Directives, Regulations and Decisions. These are being retained in UK law through the European Union Withdrawal Act 2018 with minimal impact anticipated on how councils collect, recycle and dispose of household waste.

Circular Economy

A circular economy approach sees waste turned into a resource as part of 'closing the loop' with resources kept in use for as long as possible, with the maximum value extracted from them. It moves away from the more linear economy of 'take, make, use, throw' and prolongs the lives of materials and goods consumed, minimising waste and promoting resource efficiency.

In July 2018, the European Commission adopted an ambitious Circular Economy Package (CEP) introducing a revised legislative framework to help stimulate Europe's transition towards a circular economy, identifying steps for the reduction of waste and establishing an ambitious and credible long-term path for waste management and recycling. The UK government have transposed the majority of CEP measures into UK legislation to include a recycling target of 65% by 2035 and reduce landfilled municipal waste to 10% by 2035.

A Green Future: Our 25 Year Plan to Improve the Environment (policy paper) January 2018

This 25 Year Environment Plan sets out Government action to help improve the environment by delivering cleaner air and water, protecting threatened species and wildlife habitats and plans for changes to agriculture, forestry, land use and fishing to put the environment first. The Environment Plan aims to minimise waste, particularly plastic waste, and sets out the following actions for minimising waste:

- An ambition to achieve zero avoidable³ waste by 2050;
- A target to eliminate avoidable plastic waste by the end of 2042;
- Meeting all existing waste targets – including those on landfill, reuse and recycling – and developing ambitious new future targets and milestones;
- Seeking to eliminate waste crime and illegal waste sites over the lifetime of the Plan, prioritising those of highest risk. Delivering a substantial reduction in litter and littering; and
- Significantly reducing and where possible preventing all kinds of marine plastic pollution – in particular, material that came originally from land.

³ Avoidable in the sense of what is Technically, Environmentally and Economically Practicable.

Our waste, our resources: a strategy for England (Draft), December 2018

The Strategy gives a long-term policy direction in line with the 25 Year Environment Plan and has two overarching objectives:

1. To maximise the value of resource use; and
2. To minimise waste and its impact on the environment,

It sets out plans to preserve stock of material resources by minimising waste, promoting resource efficiency and moving towards a circular economy. The five strategic ambitions of the Strategy are:

1. To work towards all plastic packaging placed on the market being recyclable, reusable or compostable by 2025;
2. To work towards eliminating food waste to landfill by 2030;
3. To eliminate avoidable plastic waste over the lifetime of the 25 Year Environment Plan;
4. To double resource productivity by 2050; and
5. To eliminate avoidable waste of all kinds by 2050.

The Strategy also aims to minimise the damage caused to our natural environment by reducing and managing waste safely and carefully, and by tackling waste crime.

Environment Bill 2020

The draft Environment Bill (2020) is a key piece of legislation for delivering the commitments made in the 25 Year Environment Plan and for setting long-term legally binding environmental targets, plans and polices for protecting and improving the natural environment in the UK. It is part of the UK Government's goal to develop the first generation to "leave our environment in a better state than we found it". The Bill will take forward and legislate the measures and proposals outlined in England's draft Resource and Waste Management Strategy, changing the way government, businesses and individuals produce and consume products. The national Strategy and Environment Bill aims to make it easier for people to recycle, improve recycle quality and make way for a more circular economy. The Bill will allow the Government to:

- deliver consistent and frequent recycling collections across England;
- ensure councils operate weekly separate food waste collections, preventing food waste from going to landfill or being incinerated;
- introduce clearer labelling on certain products so consumers can easily identify whether products are recyclable or not;
- expand the use of charges on single use plastics, following the successful introduction of the carrier bag charge and will introduce a deposit return scheme on drinks containers, subject to consultation; and
- introduce new extended producer responsibility schemes to make producers responsible for the full net costs of managing their products when they are ready to be thrown away.

The Bill is supported by a series of proposals, with several relevant to waste management. The second consultation started in April 2021 and at the time of writing this JMWMS the process is still ongoing. Aspects of waste management under consideration by the Government include:

Consistency of Household and Business Recycling Collections in England

The Government will specify a core set of materials to be collected by all local authorities and waste operators to make services more consistent across the country.

The proposals in the Resource and Waste Strategy around food waste collections is yet to be finalised, but it is likely that separate, weekly food waste collections for all households will be a requirement. Therefore, PI partners need to consider this as a likely service requirement in the coming years, both from a collections and treatment perspective. It is anticipated to be a costly service to implement, and the Strategy consultation has suggested that 'new burdens' funding may be made available by the Government, however currently this is not confirmed, and details of any funding requirements have not been published.

The Bill states that for households, each recycling stream must be collected separately from other waste and that recyclable waste must be collected for recycling or composting and separately from each other, where it is technically, environmentally and economically practicable (TEEP) to do so.

Extended Producer Responsibility (EPR) for packaging

The Government intends to invoke the 'polluter pays' principle with an EPR scheme for packaging by 2023. Producer responsibility will see businesses that manufacture, import and sell certain products responsible for the full net costs of those products at end of life, i.e. post-use stage, driving sustainable design decisions to be incorporated at the production stage in support of a more circular economy.

Payment contributions to local authorities for household packaging wastes is to be based initially on complex modelling taking account of issues such as rurality, housing type, deprivation and other criteria, but in the longer term the government intend for this to be based on actual costs incurred. The payment mechanism and process for distribution of funds to local authorities is still not clear.

Introducing a Deposit Return Scheme (DRS)

To incentivise consumers to reduce litter and increase recycling the government are consulting on introducing a DRS whereby consumers pay a deposit on drinks beverage containers at the point of purchase, which is then redeemed when the container is returned to the retailer for recycling. The government are currently considering a DRS that includes aluminium and steel cans, PET plastic and glass bottles but excludes disposable cups, cartons and pouches/sachets.

3.2 Drivers for Change

National Policy

The Partnership must ensure that all waste collection and management services are aligned to national policies, plans and strategies, including those outlined above. Once the proposal consultations are complete and the Government has provided its direction, we will need to carefully consider this and as a consequence may have to change some of direction expressed in this waste management strategy. The Partnership needs to retain flexibility in future service provision to enable the implementation of any required changes.

Budgetary pressures

This is a time of significant change for local authorities, brought about by pressures to make efficiencies and savings through greater collaboration and sharing services across authorities and with other public sector organisations. There have been significant impacts upon material income in the past 10 years due to a global reduction in the value of recyclable materials. This means that there is decreasing funding available to reinvest into waste services.

Climate Change and Carbon Impacts

Most of the partner authorities have declared a Climate Emergency, and their climate change strategies recognise the role of waste and the circular economy in supporting the reduction of carbon emissions, with a focus on waste reduction. Out of the 14 Partner authorities, seven aim to be carbon neutral or to meet net zero emissions across operations by 2030. Four Partner authorities have committed to become carbon neutral by either 2040 or 2050. The remaining three Partner authorities have not set or published their goals to be attained by a specific date.

Investment in Infrastructure

The waste management, treatment and disposal contract will come to an end in 2030. Before this, a review will need to be undertaken to determine the most appropriate long-term arrangements for service provision, which will be within the duration of this JMWMS.

With recycling performance for all Partner authorities sitting within the lower half of the national league table, the Council's existing contract coming into the final nine years of its life, and with anticipated changes in recycling and waste management legislation happening in the coming years, now is the time for all of the authorities to agree on the future state of recycling and waste services to best service the county through provision of improved performance, value for money services, and future compliance.

Investment decisions will be based on identifying the most appropriate waste management solution for Hampshire to provide value for money as well as compliance with future legislation.

Summary

This JMWMS takes into account the changing legislative landscape, and specifically the potential impacts from future progress of the Environment Bill and policy consultation in 2021. There is a keen focus on the identification of an optimal solution for waste management which results in meeting legislative requirements and delivers best value financially for all of the partnering authorities.

Pressure to reduce environmental impact, continuing budgetary pressure, and changes in the legislative landscape will necessitate change in the way services are delivered to residents. As a result, we must make some tough decisions; the competing requirements of budgetary pressures, a requirement to improve performance, and the need to align with legislative requirements mean that now is the right time to fully understand what an optimal system looks like.

By working together, the Partnership may be able to obtain better prices for commodities and ensure that our purchases of waste service resources (vehicles, bins, boxes etc.) meet best value requirements through gaining volume discounts.

4. JMWMS Key Objectives

The shortlist subjects are the main key objectives which will be delivered under the JMWMS. There are a number of other areas which are central to the strategy and cut across all objectives that will be taken forward. Service provision will continue to be delivered by PI which as mentioned has resulted in a number of benefits and synergies to date. Local decision making however will continue to be maintained across the Partnership to ensure local factors, budgets and challenges are taken into account within any decision making to ensure the approach is best suited for all partners.

A joint technically, environmentally, economically and practicable (TEEP) approach was seen as an important principle across partners going forward and we will look to ensure a collaborative effort is made with the waste collection service and compliance with the regulations.

4.1 Partnership Working

The following subjects form part of the partnership working theme. The existing partnership works to provide an integrated approach to waste management across Hampshire and has been beneficial for several reasons since its inception. To deliver the requirements of this JMWMS a framework will be developed to ensure partnership working is enhanced going forward, especially during the period of change likely to be encountered following the national Resources and Waste Strategy mandates. Partnership working will need to be supported and committed to by all PI partners with joint working across the county to deliver services in the most efficient and effective way.

Whole system thinking at PI level

Whole system thinking is a key priority for Members and is an objective which cuts across all of the shortlisted subjects. Whole system thinking at the PI level will allow the most effective and efficient waste management system to be delivered. Oversight of services and an ability to facilitate services from waste generation to waste disposal has and will continue to benefit all stakeholders within Hampshire. The HCC waste prevention and recycling webpages provide information on *Smart living* and *Hampshire Recycles* initiatives, both providing resources for all partners to make use of in a consistent manner. With future legislation changes likely to impact services across the county, an integrated approach and whole system thinking will ensure all potential scenarios are considered and the best outcomes at the local level are derived. This will include consideration of food waste treatment across the county, as well as the HWRC operations and network.

Development of and commitment towards revised JMWMS Implementation Plan

This option is a key priority for Members as engagement by and commitment from all stakeholders will be central to implementing the JMWMS aims and objectives. An implementation plan with clear actions will be developed by a joint PI working group, along with responsibilities assigned to stakeholders to ensure objectives can be met. Local variations will be captured and considered in the plan as it is understood not all stakeholders will be able to follow the same approach in all instances. A clear consensus is required by all stakeholders with collaboration, regular engagement and decision making necessary to ensure the implementation plan is realistic and achievable. All PI partners will engage with and show full commitment to the JMWMS and the implementation plan to ensure their opinions are considered and the plan is fully inclusive. PI will be central to facilitating this approach and behaviours through delivery.

Setting agreed performance indicators and targets

Improving service performance will continue to be at the forefront of the JMWMS. Performance indicators and target setting for the waste management systems will continue to be measured and compared against the three now defunct, but still relevant, National Indicators.

For all authorities:

- NI 191 – KG of residual waste per household
- NI 192 – percentage of household waste reused, recycled and composted

For authorities with responsibility for waste disposal:

- NI 193 – percentage of municipal waste sent to landfill.

There are however a number of other performance indicators that will be used to ensure the performance of the service is at the expected quality across the county and that performance improvements are being duly made. National targets include a recycling target of 65% by 2035 and to reduce landfilled municipal waste to 10% by 2035. Performance indicators therefore need to be cognisant of these targets to ensure the Partnership is helping contribute to the wider national aims, whilst being reflective of the local challenges the county faces. Contamination of recyclable material is a key measure of performance for PI partners. Waste prevention and contamination with a focus on reuse and quality recycling respectively will be important in performance context going forward and these will be discussed and agreed with stakeholders before any decisions are made as part of the partnership working approach.

A performance monitoring regime will be developed and agreed by all PI partners to track improvements made against each performance indicator.

Revision to PI funding arrangements

It is recognised that improved joint working arrangements will support meeting national strategy and consistency framework requirements. Funding arrangements need to drive the right performance behaviours and the right approach with whole system thinking and be reflective of the performance of partners as well as the local challenges encountered across the county. The arrangement will fund consistent initiatives and be structured to incentivise and support positive waste management practices.

There is an aspiration that services delivered across the county going forward will be more in line and representative of PI aims and objectives once the funding arrangements have been revised and stakeholders recognise the benefits from better partnership working. One of the Partnerships main objectives is for all partners to achieve value for money; as a group we will consider and implement the best approach that will enable this.

Identification of external funding opportunities

The identification of external funding opportunities is of critical importance to waste management services as it allows projects and initiatives to be developed and supported. An example initiative focused on supporting resource efficiency projects with the goal of diverting waste, reducing waste, and improving waste management was the Resource Action Fund. Funded by Defra, this provided £18 million for new projects in England, with the primary focus of supporting key policy outcomes in the area of food, plastics, textiles, recycling infrastructure and litter. Funding was divided into small-scale and large-scale grants; small-scale grants covered food waste prevention, textile recycling and re-use, litter bin infrastructure, and value from food waste among other projects. Large-scale grants focused on plastic packaging and food waste prevention. As the focus on circular economy becomes more central, it is these types of funding opportunities that support PI services.

The Government has intimated that new burden funding will be provided for new services that will be mandated within the Resources and Waste Strategy. By working together as PI, all partners will have greater visibility of such funding and we will be able to maximise the chances of successfully meeting any funding criteria.

4.2 Recyclable Material Management

How PI manages recyclable materials is of great importance given the priority material quality is given in the Resources and Waste Strategy. The Partnership needs to ensure efforts are focused on improving the quality as well as quantity of the recyclables collected and reprocessed across the county. With recycling performance for all Partner authorities sitting within the lower half of the national league table, the Council's existing contract with Veolia coming into the final nine years of its life, and with anticipated changes in recycling and waste management legislation happening in the coming years, now is the time for effective change and for all of the authorities to agree on the future state of recycling and waste services to best service the county through provision of improved performance, value for money services, and future compliance.

Introduction of two stream collections

This is a key priority for members. A WRAP study was undertaken in 2020/21 supporting PI in identifying an optimal collection option, reviewing options for waste management based on two-stream and multi-stream (kerbsort) collections. The outcomes have allowed PI to plan for the implementation of a waste management solution for Hampshire that meets national and local recycling aspirations at the lowest overall cost. The modelling of a two-stream approach showed a potential recycling rate of 37.4%, compared to the current baseline rate of 24%. The two-stream dry recycling collection will consist of fibres (paper and card) in one container receptacle, and containers (glass bottles and jars, plastic bottles, plastic pots, tubs and trays, metal tins and cans) in another. This will require the redevelopment of waste transfer station infrastructure and MRFs to be capable of handling glass (either in new or upgraded facilities) within a containers material stream. The residual waste collection will remain unchanged.

The Partnership will identify those households that are not suitable for the standard service and will put an agreed exception process in place that is appropriate and also allows them to recycle as much as possible within the twin stream system. We will ensure that the service is agile and flexible to respond to the changing needs of individuals as those needs arise.

Two stream recycling collection

A number of authorities implement a two-stream recycling service with noted improvements following service roll out. A trial in Boston, Lincolnshire, which included over 3000 properties and the collection of paper and card separate from mixed recycling, showed that two stream collections can achieve improvements in both the quality of the recycling collected and increase in materials captured for recycling. Positive feedback was also well received from residents in the trial area.

Reduced contamination

Improving recycling performance through reducing contamination is a key operational focus for PI and will help us contribute towards meeting national targets. Contamination monitoring across the MRFs showed that average DMR contamination level was 15.9% in 2019/20 (an increase from 13.75% in 2018/19). However, the capture of DMR has also slightly increased over this time period.

Reprocessors are demanding material with less contamination, focused on quality rather than quantity and this puts pressure on MRF resources to ensure contaminated or non-target materials are removed. The quality of the MRF inputs needs to be improved which will also result in less MRF residue and reduce the costs that waste disposal authorities have to pay for this.

Maximising the material that can be collected and recycled is key and we will continue to improve communication and education campaigns to help residents recycle better and reduce contamination. Reduced contamination will improve quality of material as well as reduce costs. Non-target materials in the wrong containers can cause processing problems at the MRFs, with whole loads of recycling sometimes having to be rejected. It is anticipated contamination will reduce with the segregation of paper and card from other materials when the two-stream service is implemented, as well as it being easier to identify contamination.

Along with communications, we will continue to implement the contamination monitoring programme to ensure that all dry recycling rounds are identified and targeted at the correct sites. A consistent contamination policy (and training) across the partnership will also ensure partners adopt the same approach when looking at contamination and efforts and activities to reduce it.

Retained and maximised income share for materials

Material collected for recycling is sold and the money received helps to reduce the overall cost of running waste services. There have been significant impacts upon material income in the past 10 years due to a global reduction in the value of recyclable materials. This means that there is decreasing funding available to reinvest into waste services.

Linking to the above priority options, improving recyclable material management through service changes and efforts to reduce contamination will indirectly retain and maximise the income share for materials across PI. Sampling of MRF inputs is undertaken to gauge the level of non-target material being delivered within dry recyclable streams, and thus performance is measured. This provides a focus on quality recycling and the need for partners to reduce their contamination rates to maximise income share.

EPR and DRS will ultimately affect this income share however the impact of this is not currently known. Less materials being collected and processed across the Partnership as a result of these schemes will however indirectly reduce the treatment costs paid by the waste disposal authorities. However, conversely there will be a loss of income where valuable materials are redirected elsewhere.

4.3 Waste Reduction

Although overall material tonnages have reduced over time, more still needs to be done across the partnership to drive down waste generation and contribute towards meeting national residual waste reduction targets. Waste prevention is top of the waste management hierarchy, is the most environmentally sound option and where the greatest gains can be made in terms of resource management. It incorporates reduction, reuse and repair initiatives. Waste reduction will be the most effective and efficient way of delivering waste services over the duration of the strategy, reducing treatment and landfill use, reducing climate change impacts and contributing to a cleaner, greener environment. Waste reduction also reduces waste collection and processing costs, helping deliver a cost-effective waste management service.

Development and delivery of waste prevention initiatives

This option continues to be a key priority for Members. PI partners will encourage and support residents to drive down the volume of waste that is produced through the development of appropriate initiatives.

We will develop the waste prevention plan as a driving tool, following further waste prevention guidance from Government; this will require engagement and commitment by all partners to drive the initiatives and

ensure objectives are achieved. This plan will be regularly reviewed and updated to ensure its continued relevance to PI aims.

Waste reduction targets will help partners contribute and deliver on these initiatives, whilst recognising the challenges faced by some of the partners. Implementing initiatives requires agreement on funding, consistent messaging and resourcing, and responsible messages and engagement with residents at local levels will ensure local accountability.

Increased reuse from bulky waste

Material reuse is a key driver within the national strategy, ensuring circularity of resources. Reuse is defined as material that would otherwise be disposed or recycled which has its useful life extended through use for the same purpose without any additional processing. PI will endeavour to maximise reuse from bulky waste with third sector engagement where feasible.

All partners will work together to ensure that all opportunities are taken to maximise the diversion of bulky material out of the waste stream. As an example, by collecting, storing and managing items with the intention of reuse, we can reduce the amount of material that has to be disposed of through processing and treatment and provide residents with access to reused items at affordable prices.

Oxfordshire bulky waste case study

Local authorities in Oxfordshire have partnered with a local charity to deliver a combined bulky waste collection service. The partnership with Kathryn Turner Trust (KTT) has been a real success and the initial trial diverted more than 1.4 tonnes of material from landfill in the first six months. There is a call centre referral system, re-use collection organised with KTT, through the Biffa collection contract. The approach taken by South Oxfordshire and Vale of White Horse authorities in working with a local third sector re-use organisation, KTT, is both adaptive and new to Oxfordshire, and shows the benefits of collaboration and flexibility.

Continued promotion of home composting

Promotion of home composting has always been a key theme for PI and will continue to be a priority initiative under the waste prevention plan. Composting food and garden waste at home is the most sustainable use of waste, reducing carbon footprint as less waste needs to be transported away, processed and re-distributed.

The *Smart Living* waste prevention and lifestyle initiative promotes home composting from start to finish, including advertising where to buy a compost bin online and how to make your own bin or heap. There are also community champions who provide support and advice to any resident wanting to know more about home composting. There is an improvement opportunity for the partners to engage with the *Smart Living* initiative and expand and develop the programme further so all residents benefit from the resources available.

The Partnership recognises that uptake of this initiative requires engagement with the householders to encourage them to undertake home composting, which we will aim to deliver on in the drive to reduce waste.

4.4 Best Practice

We will continue to investigate and deliver on best practice within the waste management sector.

Zero waste to landfill

Zero waste to landfill is a key aspiration for Members, with landfill reduction also being a legislative driver and the least preferred option according to the waste hierarchy. In 2019/20 Hampshire County Council sent 5.37% of their municipal waste to landfill.⁴ There is now only one landfill site open in Hampshire for disposing of household waste and the only household waste currently landfilled is bulkier items delivered to recycling centres. PI partners will seek treatment of remaining, non-recyclable waste as well as reuse options to aim for zero waste to landfill and continuously monitor and measure their progress towards it.

Evaluation and introduction of alternative fuels for vehicles

An alternative fuel is an alternative to standard hydrocarbon-based vehicle fuels (diesel & petrol) such as electric, hybrid, biofuels or hydrogen. The need to consider alternative fuels is growing as local authorities look to address the climate emergency and reduce their carbon footprint, opting for low carbon transport options. Net zero emissions is also a legislative driver with the government looking to ban the purchase of diesel/petrol vehicles by 2030 to support this.

The cost of purchasing alternative vehicles remains high as it is an emerging market, but as more and more authorities look to purchase e-RCVs the cost is anticipated to reduce. The charging infrastructure is also costly to install. There are however long-term savings related to the lower cost of alternative fuels. The reduction in emissions in a move away from standard diesel vehicles will have a positive impact on air quality as well as carbon emissions.

PI partners will evaluate and discuss the introduction of low carbon transport options, whilst being mindful of the budgetary and contractual constraints that exist across the partnership. Adoption of vehicles will also be dependent on whether they are suitable to the geography of the area and the structure of collection rounds. Fleet conversions will ultimately be a local decision.

The Use of Greener Fuels for Waste Collection

In late 2020 the London Borough of Islington became the first London Local Authority to deploy fully electric refuse collection vehicles (eRCVs) as part of an initiative to improve local air quality. The Borough Council introduced two 26t eRCVs to its fleet and is also seeking to reduce the overall size of its waste collection fleet.

The introduction of the electric RCVs was facilitated by a £3.5M development at the Council's Waste and Recycling Centre involving the installation of a new sub-station, high voltage supply and charging infrastructure for the electric vehicles.

In early 2021 the Greater Manchester Combined Authority committed £9.7M to purchase of 27 new eRCVs (approximately half of the Authority's collection fleet) following two years of successful trials. This believed to be the largest commitment of its type to date by a UK Local Authority and has been accompanied by a £880k investment in vehicle charging infrastructure at two of its depots. The deployment of the quiet, low emission eRCVs is expected to reduce greenhouse emissions by 900 tonnes per annum.

Identification and evaluation of alternative technologies

A number of alternative technologies exist for treating typical household wastes, all of which have a number of advantages, as well as disadvantages. Due to the existing contracts based on EfW technology it will not be financially viable to move away from EfW for the duration of the current contract, but PI will continue to keep a watching brief on alternative technologies for both MSW as well as the recycling fractions. Identification of

⁴ <https://www.gov.uk/government/statistics/local-authority-collected-waste-management-annual-results>

the best solution for treating waste for Hampshire is a priority for the Partnership and this requires being mindful of the location of such technologies, treating waste at the highest level of the waste hierarchy as economically practicable, maximising diversion from landfill, reducing carbon emissions and balancing cost efficiency and waste management services.

Further consideration will be made towards opportunities to incorporate alternative technologies in the delivery of collection and waste processing services, identifying ways in which efficiency and cost savings could be achieved. By understanding material values we will consider the benefits from making changes to the MRFs to enable additional materials to be collected and processed.

4.5 Service Delivery

A number of strategic options will optimise the delivery of the waste management service across Hampshire.

Consistent, best practice approach to service provision

This option is a key priority for Members. A consistent approach to service provision aligns with the whole system thinking partnership approach discussed at the start, with benefits to the approach being realised through potential synergies and savings. In particular, PI partners will aspire to implement consistent side waste, clinical waste and contamination policies. A consistent service which provides best practice and consistent for flats and communal properties would also be beneficial for the partnership and residents. This will ensure messages across Hampshire are consistent with a clear system of segregation and collection for both operatives and residents. A consistent approach will improve the transparency of the service for residents with the potential for cross boundary savings and a central support system. The partnership will be mindful of local decisions that may prevent a consistent approach across all policies.

Improved and consistent communications campaigns

Communications are central to conveying messages to residents about the waste and recycling services and present an opportunity to increase resident engagement with services. Communications cut across a number of strategy areas and have an overarching impact on service delivery and performance – they should be output driven. PI partners will work to improve their communications and have a consistent, standardised approach for maximum impact county wide. This will include:

- consistent PI level messaging utilising 'Hampshire Recycles' initiatives; responsible messages will be presented at the local level to increase accountability, tailored to individual partner needs where necessary;
- development of a behavioural change communications plan; PI partners will challenge themselves, the wider community, including the private sector, and government by raising awareness and ownership of resource management issues to change society's attitude and behaviour towards maximising waste prevention, re-use and recycling;
- increase use of social media / technology to communicate and engage with residents about the service to increase impact of messaging;
- provide enhanced consistent communications to support residents in understanding the roll out of any new waste services.

By improving and standardising our communications campaign, we aim to increase correct use of the service, drive down waste tonnages and increase our recycling rate. Our approach will create synergies in the service with a significant impact upon whole system costs in the medium-long term.

Consistent approach to staff training

Following on with the consistency approach, PI partners will implement a consistent approach to staff training, both at operational and support staff levels. This will be centrally organised by the PI Executive with best practice training to include identifying contamination amongst other topics to improve performance county wide. We may be able to leverage better training costs if training is organised across county rather than at individual partner level, with better value for money, for example the Driver CPC Training organised by PI.

Increased cross boundary working

PI partners will look to increase cross boundary working through greater collaboration and sharing of services across partners, to make efficiencies and savings within the service and across the partnership.

Currently the majority of services are delivered within respective partner boundaries apart from a few contracts where this is allowed (e.g., Basingstoke & Deane and Hart where difficult access properties are serviced across border). There is opportunity for the principles to be expanded out across more boundaries to maximise efficiencies where circumstances and services allow (in the short and long term). We would look at opportunities to increase our cross-boundary services across the partnership including for example bulky waste service, clinical waste service and HWRC services and for the delivery of any future food waste collections. Services would be easier to deliver together if they were aligned; cross boundary service delivery will allow for journey routes to be optimised, with potentially less vehicles on the road, as well as the sharing of knowledge and best practice. Cross boundary working will need to be coordinated with Hampshire County Council and Veolia to manage disposal points and ensure that any proposals were feasible, with agreements made on funding and allocation of tonnages across partners, and considering delivery lead authority, cost sharing arrangements, inhouse vs outsourced delivery and the location of the most appropriate depots and waste transfer stations.

Sharing of customer satisfaction surveys for the benefit of all partners

Where customer satisfaction surveys related to waste services are carried out, the outcomes will be shared with all partners to share knowledge with the aim to improve service delivery. This ensures the residents views are shared amongst the partners allowing for feedback and best practice to be more easily identified and implemented.

5. Action Plan

This JMWMS sets out the strategic direction for the Partnership and will be supported by a new operational partnership agreement and detailed action plan to take PI forward including meeting the requirements of the Environment Bill. We will collaboratively develop a detailed implementation plan based on the key objectives covered within the Strategy and PI partners will engage and agree on the approach to be taken going forward. A clear consensus is required by all stakeholders with collaboration, regular engagement and decision making necessary to ensure the implementation plan is realistic and achievable

Implementation of the objectives will be vital for the Partnership in developing and ensuring a waste management service that is customer focused, delivers value for money and has sustainability incorporated throughout.

The table below sets out the key strategic actions that all PI Partners are signed up to by approval of this JMWMS, however it is not reflective of the final Action Plan:

Strategic Objective	Strategic Actions
Partnership Working	<ul style="list-style-type: none"> • Approval of the Joint Municipal Waste Management Strategy • Adopting a whole systems approach to waste services in Hampshire
Recyclables Material Management	<ul style="list-style-type: none"> • Commitment to move to a twin stream system for dry recyclables. • Commitment to reducing contamination of all waste streams through joint working.
Waste Reduction	<ul style="list-style-type: none"> • Support the aim of reducing waste in Hampshire. • Commitment to work together to increase the reuse of bulky waste.
Best Practice	<ul style="list-style-type: none"> • Commitment to reviewing and sharing best practice to improve both performance and service delivery.
Service Delivery	<ul style="list-style-type: none"> • Commitment to consistent communications to support service delivery across the partnership.

Appendix one: The strategic options considered

Engagement with key stakeholders across PI's partnering authorities was undertaken to identify and agree JMWMS aims and objectives. A series of engagement workshops were undertaken to firstly identify, and secondly assess options available to the Partnership, resulting in a short list of subjects to be incorporated into this JMWMS.

As support this process PI engaged Wood Group (Wood), a waste management consultancy, to review and update the JMWMS. Wood has previously supported the Partnership on a project identifying the most optimal service collection option; this has allowed the Partnership to plan for the implementation of a waste management solution for Hampshire and this current review builds on that work to develop a new forward looking JMWMS.

Identification of strategic options

The identification of strategic options commenced with a wide-ranging consideration of potential actions and activities that could be implemented in the management of waste; this resulted in an extensive longlist of options being identified, consisting of waste management options across areas including but not limited to:

- Waste collected (which materials are separated for recycling)
- Collection frequencies
- Waste containers (type and capacities)
- Recyclate separation at the kerbside (fully separate/two stream)
- Collection charges
- HWRCs
- Bulky waste
- Alternative fuels
- Waste treatment technologies
- Communications

Evaluation criteria were identified based on anticipated priority areas for the partnership, as well as fundamental criteria for appraising waste management services. This consisted of a number of criteria grouped into four main themes – financial, environmental, social and technical.

Officers workshop

During the PI Officers workshop, officers were presented the long list subjects and evaluation criteria for consideration and evaluation. Officers had the opportunity to identify any long list subjects that they believed should be removed from the list, and to capture any additional subjects that should be included. Where there was consistent feedback the long list was updated accordingly. A similar process was undertaken for the evaluation criteria.

Officers then scored each evaluation criterion based on level of importance. Scoring allocation ranged from 1 (least importance) to 4 (greatest importance). Officers were asked to carefully consider these criteria and ensure that they provided a spread of weightings to ensure differentiation between importance. This resulted in an average evaluation criteria score being developed.

Options appraisal

Following the Officer workshop, Wood independently evaluated the long list against the criteria. Wood undertook a qualitative assessment of whether the impact of the subject was anticipated to be positive, negative or neutral against the current position. Those deemed to have a positive impact scored positively. Any evaluation criteria that were not relevant to a subject were scored as a 0 (no impact). The average score for each criterion as identified at the Officers workshop was used by Wood in the assessment of the agreed long list subjects.

Following the scoring and weighting exercise the long list subjects were ranked, allowing a short list of between 15 and 20 subjects to be identified. Following discussions with the Partnership a number of subjects were consolidated and some subjects which ranked low were also incorporated into the short list to as they were identified as being of long-term priority / importance for PI, therefore requiring inclusion within the Strategy, e.g. 'Retained and maximised income share for materials', as well as subjects which shape future service change e.g. 'Introduction of two stream collections'.

Members workshop

The proposed shortlist of subjects was then considered at the Members workshop. The aim of the Members workshop was to gain input from Members on the suitability of the proposed short-listed subjects, and to gain an understanding of which subjects have a greater priority. Following discussion on each group, Members were asked to rank each subject within each group in order of priority; numbers between 1 and 5 were allocated to each of the subjects in each group, with no repeated numbers being allowed.

The final shortlisted subjects are presented below within their respective groupings:

- Group 1 – Partnership Working
 - Identification of external funding opportunities
 - Revision to PI funding arrangements
 - Development of and commitment towards revised JMWMS Implementation Plan
 - Whole system thinking at PI level
 - Setting agreed performance indicators and targets
- Group 2 – Recyclable Material Management
 - Introduction of two stream collections
 - Reduced contamination
 - Retained and maximised income share for materials
- Group 3 – Waste Reduction
 - Increased reuse from bulky waste
 - Development and delivery of waste prevention initiatives

- Continued promotion of home composting
- Group 4 – Best Practice
 - Zero waste to landfill
 - Evaluation and introduction of alternative fuels for vehicles
 - Identification and evaluation of alternative technologies
- Group 5 – Service Delivery
 - Improved and consistent communications campaigns
 - Consistent, best practice approach to service provision
 - Consistent approach to staff training
 - Increased cross boundary working
 - Sharing of customer satisfaction surveys for the benefit of all partners

There were a number of points raised by both the Officers and Members during the workshops that although not shortlist subjects they are still central to the JMWMS, and these are therefore referenced throughout.

HAMPSHIRE COUNTY COUNCIL

Report

Committee:	Economy, Transport & Environment Select Committee
Date:	23 September 2021
Title:	Savings Programme to 2023 – Revenue Savings Proposals
Report From:	Director of Economy, Transport and Environment

Contact name: Stuart Jarvis
Sue Lapham

Tel: 01962 845260 **Email:** stuart.jarvis@hants.gov.uk
0370 7794 503 sue.lapham@hants.gov.uk

Purpose of Report

1. For the Economy, Transport & Environment Select Committee to pre-scrutinise the detailed savings proposals for Economy, Transport and Environment that have been developed as part of the Savings Programme to 2023 (SP2023) Programme (see report attached due to be considered at the decision day of the Executive Lead Member for Economy, Transport and Environment at 2.00pm on 23 September 2021).

Recommendation

2. That the Economy, Transport and Environment Select Committee:

Either:

Supports the recommendations being proposed to the Executive Lead Member for Economy, Transport and Environment in section 2 (page 1) of the attached report;

Or:

Agrees any alternative recommendations to the Executive Lead Member for Economy, Transport and Environment, with regards to the proposals set out in the attached report.

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HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Executive Lead Member for Economy, Transport and Environment
Date:	23 September 2021
Title:	Savings Programme to 2023 – Revenue Savings Proposals
Report From:	Director of Economy, Transport and Environment and Director of Corporate Operations

Contact name: Stuart Jarvis
Sue Lapham

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Purpose of this Report

1. The purpose of this report is to outline the detailed savings proposals for Economy, Transport and Environment that have been developed as part of the Savings Programme to 2023 (SP2023) Programme.

Recommendation

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

Executive Summary

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

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

Contextual Information

5. Members will be fully aware that the County Council has responded to reductions in public spending, designed to close the structural deficit within the economy, since the first reductions to government grants were applied in 2010/11 and then as part of subsequent Comprehensive Spending Reviews (CSRs).
6. Whilst in more recent years there have been no reductions in government grant to deal with, what small increases there have been have not been sufficient to cover inflationary increases, coupled with a continued (and growing) underfunding for social care demand pressures.
7. One of the key features of the County Council's well documented financial strategy and previous savings programmes has been the ability to plan well in advance, take decisions early and provide the time and capacity to properly implement savings so that a full year impact is derived in the financial year that they are needed albeit elements of more recent programmes have taken longer to deliver as they become more complex.
8. This strategy has enabled the County Council to cushion some of the most difficult implications of the financial changes which have affected the short-term financial viability of some Councils, with eight authorities having been granted exceptional financial support packages by Government in response to unmanageable pressures arising in 2020/21 and 2021/22. Furthermore, the County Council is accounting for the specific financial challenges arising as a result of the Coronavirus pandemic on a non-recurrent basis and expects to meet these challenges within the existing support package from Government, together with funding already set aside for this purpose. This is testament to the strength of the Council's underlying financial position owing to the success of its service transformation agenda and prudent financial management approach.
9. However, Covid-19 has impacted delivery of both the Transformation to 2019 (Tt2019) and Transformation to 2021 (Tt2021) programmes, with £45million of outstanding savings still to deliver. Whilst sufficient resources have been set aside to cover this delayed implementation, the need to commence the successor programme will require twin-tracked delivery of change programmes, presenting a significant challenge for services. SP2023 will seek to achieve an additional £80million of savings, bringing the total savings to be delivered over the next two years to £125million and cumulatively to £640million in total.

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

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

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

19. In addition, Equality Impact Assessments have also been produced for all of the detailed savings proposals and these together with the broad outcomes of the consultation and the development work on the overall SP2023 programme have helped to shape the final proposals presented for approval in this report.

Budget Update

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

Savings Programme to 2023 – Departmental Context/Approach

23. The Economy Transport and Environment (ETE) Department is responsible for a range of services, including highways maintenance and improvement, traffic management, subsidised public and community transport, waste disposal and recycling, minerals and waste planning, flood risk management, economic development and specialist environmental services. Most of these services are required by law with a need to maintain a base level of funding to meet our statutory requirements and many are 'universal' services such as highway maintenance and waste disposal.
24. ETE savings programmes since 2011 total £69.1million and have included real term reductions in operational budgets, re-negotiation of contracts, increased income from charges and recharges, and reductions in core full time equivalent (FTE) posts of over 20%. The requirement for SP2023 is to identify and deliver in full a further £10.266million of savings by April 2023.

25. In previous savings rounds the Department's strategy focussed on maximising savings through enhanced efficiency from external spend (money paid to third parties to provide services) which accounted for around 70% of the Department's gross costs. This has involved either renegotiating, re-letting or refinancing all major contracts including highways, waste disposal and street lighting and has proved successful, with the majority of savings coming from efficiencies in external spend whilst still delivering good services. However, a similar scale of contribution from this area cannot be achieved again until the contracts are renewed, and this will take us into the mid-2020s onwards.
26. The second key focus for the Department in developing previous savings strategies has been to seek opportunities to increase income from trading and charging and by adopting a more commercial and business-like focus in all its activities for example by adopting a 'marginal gains' approach which has helped to deliver savings from the Department's operating model in both 2019 and 2021.
27. Despite these successes the challenges have increased with each new round of savings: for example, the complexities and delays from balancing the need to work with District Councils as Waste Collection Authorities, negotiating contractual changes with the supplier, ensuring all proposals will align with the Government's new legislation for recycling and waste management, and delays resulting from dealing with the pandemic. This has meant the Department has yet to fully deliver the Transformation to 2021 Waste and Recycling savings with just under £8m of the £9.2m still outstanding.
28. As a result of the changes and savings already made, the Department's scope to secure further savings is increasingly limited and service reductions are therefore an inevitable consideration of the proposed programme with all budgets having been scrutinised.
29. Contracted Waste Services (ETE02), £3.4million. Waste disposal is a statutory responsibility of the County Council. Growth in waste volumes is largely driven by factors outside the control of the Council for example new houses being built and occupied every year, as well as changing patterns of consumption (e.g., increase in home shopping resulting in extra cardboard and other packaging) as well as residents approaches to recycling and waste. The County Council can exert some influence through waste minimisation programmes, however, it is recognised that waste levels have risen steadily in the past, and the external growth pressures referred to have been both significant in driving up waste volumes and largely unavoidable to date. Therefore, the County Council has needed to make provision for these pressures, through a specific financial contingency, which is applied to the annual Waste cash limit each year to reflect the growth in waste volumes. The level of this contingency has been set to reflect waste growth

projections, based on assumed continued growth in waste volumes and therefore costs.

30. The original proposed savings of £2.3million from the waste budget were made up from a variety of actions within the breadth of our waste related activities. In an extremely challenging financial context, all potential areas of subsidy or potential efficiency gains have been reviewed. These proposals include:
- the closure of up to half of the Household Waste Recycling Centres (HWRCs);
 - to introduce a requirement separate wastes to be disposed of at an HWRC to ensure the appropriate disposal of materials and maximise recycling & re-use. This will include opening bags of waste to separate materials for disposal in the correct container;
 - to work with the County Council's contractor, Veolia, and partner Local Authorities to reduce waste arising in the first place through its [Smart living](#) campaign;
 - by increasing the reuse of bulky and other wastes sent for disposal;
 - seeking recycling solutions for materials currently disposed of as waste and seeking alternatives to landfill, the most environmentally and financially damaging way of treating waste, in order to derive savings; and
 - redressing some historical imbalances in the income sharing arrangements in existing agreements such that in future each partner will receive an income share proportionate to their investment in the infrastructure that generates the income, this is with particular reference to the income share resulting from sale of commercial capacity at the three Energy Recovery Facilities (ERFs).
31. The impacts of the Government's Resources and Waste Management Strategy are becoming clearer following further recent consultations and the continued passage of the Environment Bill through Parliament which is expected to receive Royal Assent later in the year. While some aspects are still to be finalised, there is clarity that the proposals will encourage additional recycling through requiring the collection by all relevant councils of a wider range of recyclable materials and the separate collection of food waste. The combination of service changes associated to the government's national proposals and the local actions set out above means the County Council could now make more positive assumptions around the risk of future waste growth beyond any Covid-19 related increases, with a potential annual saving of £2.8m from reducing the level of the annual waste contingency provision referred to in paragraph 29 above of which £0.9m relies on a reduction in future waste growth.
32. The responses to the *Serving Hampshire – Balancing the Budget* consultation indicated a clear preference to retain the current HWRC service and opposed closing a number of sites to reduce costs. Residents also commented on the importance of retaining local facilities to support recycling efforts, which also

contribute to helping tackle climate change and reducing carbon emissions. Therefore, the original proposal to save £1.7million from closure of up to half of the HWRC network will not form part of the Department's SP2023 proposals being recommended to the Cabinet, with the saving being met instead from re-setting the County Council's assumptions about future waste growth, and reducing the corresponding financial provision by £2.8million (of which £0.9million relates to reduced future growth). It is important to note however that the effectiveness of this measure, to help retain existing services in accordance with resident's priorities, will depend on restricting waste growth in future, which will depend on all households embracing greater recycling and reduced waste volumes, as well as changes in the collection systems and waste and recycling provision in Hampshire. If this is not successful, then the question of HWRC closures will clearly need to be reconsidered in due course.

33. A further £0.6million efficiency saving requirement will be achieved by progressing the other identified proposals as set out in paragraph 30, providing a total of £3.4million overall SP2023 savings from the Waste & Resource Management budget.
34. An equalities impact assessment has been carried out for these proposals, as set out in Appendix 2. This initial assessment has identified potential for positive outcomes for people on lower income, but no negative impacts for any protected groups are expected to arise from this proposal. However, further assessment will be carried out as proposals develop, and should negative impacts be identified, they will be mitigated as far as possible.
35. A further proposal, to withdraw County Council funding for the School Crossing Patrol Service, is also now no longer being pursued. The service is one of the few remaining non-statutory services and the proposal to withdraw County Council funding and offer a managed service to schools and community groups at a price set to recover the full cost of providing the service could have realised savings of £1.1million.
36. The decision not to take this proposal further has been shaped by a number of factors. The pandemic has brought evidence of changing behaviours with increased popularity of walking and cycling, and the Government has made policy announcements on, and is providing funding to support, active modes of travel. In addition to these issues, it is clear from the public consultation, *Serving Hampshire – Balancing the Budget*, that there is strong public support for maintaining the School Crossing Patrols service (paragraph 75).
37. School Crossing Patrols can play a part in underpinning this wider agenda and, on balance, it is therefore considered that the savings proposal in this area should not be pursued at this time. Instead, the current approach will be maintained with crossing patrols provided and funded based on the number of children crossing and the volume of traffic at the location. The saving

originally identified in this area of £1.1million can now be met from the amended proposals for Waste Disposal (paragraphs 29-34) to ensure the overall Departmental savings requirement of £10.266million can still be met.

38. Details of the remaining savings proposals under consideration for SP2023 are set out in the rest of this section. The proposals and their potential impact are also set out in Appendix 1 and the references to individual proposals (e.g., ETE01) are included in the following paragraphs where applicable. The department has seven proposals for SP2023, one of which will directly affect the public (outlined in paragraphs 39-41) and would require a detailed stage two public consultation before any final decisions could be made on it.
39. Passenger Transport service reductions (ETE04), £0.8million. A partnership approach with bus operators in recent years has helped Hampshire buck the trend for declining numbers of bus journeys and reduced the number of routes and services requiring public subsidies. Hampshire has also maintained a Community Transport Service and subsidised senior citizens bus pass holders to use it, beyond the provisions of the national scheme. The savings proposals envisage ending these subsidies, whilst maintaining an effective partnership with bus operators to secure good coverage of Hampshire through the commercial bus network. The provisions of the Government's emerging initiative to encourage and fund Councils to support local bus services is likely to have an impact on these proposals, with further Government announcements expected in the autumn and winter of 2021/2.
40. The proposals consulted on included a £1.5million saving in passenger transport and community transport services. This has now been reduced to £800,000 reflecting a change in the national policy environment, including a new national bus strategy, and responses to the consultation. In addition, an equalities impact assessment has been carried out for this proposal, as set out in Appendix 2. This initial assessment has identified potential for negative impacts on pregnancy and maternity, race, religion or belief, older and younger people, people with disabilities, people on lower incomes, people living in rural areas, and women, all of whom are statistically more likely to use public transport. Further assessment will be carried out as proposals develop, and negative impacts will be mitigated as far as possible, but this initial assessment has also informed the decision to reduce the savings target for this proposal.
41. Further work has taken place on ways in which savings could be achieved, and considerations raised in the EIA have helped identify how to mitigate negative impacts on particular groups. The proposals now fall into three savings categories:
 - framework contracts: Smarter use of contracts and procurement to secure savings through additional income, including measures such as charging a handling fee for using our frameworks which covers our costs of setting them up and recovering our costs of managing the procurement process

and contractor relationship through similar fees and charges. This would ensure the development of frameworks that benefit other organisations would not be subsidised by Hampshire County Council budgets;

- Community Transport subsidies and user charges: This reflects feedback we have had from customers of community transport that they would rather see services maintained and pay more as opposed to seeing them lost. The EIA work we have done has also identified that a typical community transport user makes infrequent use of community transport services. More detailed work will now take place looking at rationalising fares for community transport, and reviewing all other fees and charges including those for driver training. New fees will also be considered for premium assisted processing of applications for blue badge and concessionary fares passes or for replacement lost passes, based on the principle of full-cost recovery; and
- service reduction: This applies to the most expensive subsidised public transport services. Hampshire has operated a longstanding practice of seeking value from our subsidy by limiting it to routes where the subsidy per head per trip is under £2.50. Such routes will be an area of focus for either cutting or transforming the service from a local bus to an alternative offer. We will also look at local bus networks where alternative delivery models might offer a service to meet customer needs. We will begin work to investigate pilot areas and schemes for Demand Responsive Transport (DRT) networks, engaging with customers and operators before a final proposed package of measures is considered.

42. Closing the Hampshire County Council Brussels office (ETE06), £0.1million. Whilst Europe remains a very important export market for the UK and Hampshire businesses following Brexit, the focus needs to be expanded to wider international trade rather than concentrating only on European export markets. Closing the Brussels office and relocating export support to businesses to the Economic Development Team based in Hampshire will not only support the drive to broaden export markets, but also bring support closer to Hampshire businesses. An equalities impact assessment has been carried out for this proposal, as set out in Appendix 2. This initial assessment has identified no impacts on people with protected characteristics.

43. Highways contract efficiencies (ETE01), £1million. Further efficiency savings from the highways maintenance contract developed jointly with the new contractor, Milestone, including savings and income from manufacturing, re-using and selling recycled highways materials, and the proposed withdrawal of County Council funding from the Parish Lengthsman scheme with the option of a managed service for Parish Councils willing to meet the cost from their own funds.

44. This proposal is split into two parts. The primary element is to seek and deliver cashable efficiencies in the overall highways service provision, essentially through changes to existing processes, procedures and contractual mechanisms. The current highways contract is now four years into

its core period of seven years, with a further five years available as contract extensions. The contract with Milestone (previously Skanska) has now reached a stage of maturity where the risk profile and delivery envelope are fully understood by both parties and this will allow a review of all contract activity and potential re-pricing and/or specification changes that are expected to yield cashable savings. The County Council has a statutory obligation to maintain public highways and ensure safe passage. The Highways Maintenance budget has already found savings of £4.6million as part of the 2017 savings proposals on top of savings of £2million and £3.505million in 2011 and 2015 respectively. Further revenue savings of £800,000 can be delivered through these additional service efficiencies. The core statutory highways service will be unaffected and existing levels of service will not be reduced.

45. The second element of this savings proposal is to change the way the Parish Lengthsman (PL) service is delivered. This is a wholly discretionary activity within the overall highways service where revenue funding (circa £1,000 per parish per year) is offered to local parish and town councils to enable lower priority highway maintenance work to be prioritised and delivered through locally commissioned service providers. It is proposed that the funding provision for PL is removed and, instead, the service offered to parish and town councils on the basis of a self-funding pay model, either through local sponsorship or increased precepts. The saving will be £200,000.
46. It is not anticipated that either of these proposals will have a direct impact on people with protected characteristics. However, removal of the funded PL scheme may impact smaller rural parishes where an increase in precept may not be supported and/or there are limited sponsorship opportunities.
47. An equalities impact assessment has been carried out for this proposal, as set out in Appendix 2. This initial assessment has identified potential for low negative impacts on people living in rural areas. Further assessment will be carried out as proposals develop.
48. Enhanced traffic management enforcement (ETE05), £1.5million. Improved enforcement of measures such as bus lanes will help to better support public transport by improving efficiency and journey time reliability, thereby making public transport more attractive for passengers and increasing patronage. This will also support the climate change strategy of reducing dependence on private cars, particularly in congested urban areas with poorer air quality, and therefore reduce the need for revenue spending on other measures to promote and maintain bus and active travel services. In addition, the Government is legislating to enable Councils outside London to take on enforcement of a range of other traffic measures to better manage and improve traffic flows and better support all modes of transport from 2022.

49. The information consulted on related to a wide range area of highway services and functions where enforcement activity may be required in the short to medium term future to help solve existing transport problems. Whilst, for the purpose of illustration examples of highways enforcement activity were listed in the supporting consultation papers no decisions have yet been reached as to how this will be achieved and further detailed work is required to define what enforcement activities are necessary to solve particular transport problems.
50. First and foremost any enforcement activity is based on there being a clear policy need or highway problem solved by any enforcement activity. Income potential is not the driver behind such proposals but it is seen as a likely outcome from any chosen enforcement activity alongside reduced revenue costs for supporting measures by ensuring full cost recovery through enforcement. A working estimate of £1.5million has been defined for this measure but the exact enforcement activities from which we could expect there to be an income or cost reduction have yet to be defined.
51. The current highway problems we are investigating that may require enforcement activity are:
- bus journey time delays and reliability – There are many existing bus priority facilities on Hampshire County Council roads and more planned. Bus operators tell us that a number of these are frequently abused by other vehicles which makes them less effective. In light of this and the changing national priority towards supporting bus services through enhanced partnership and Bus Service Improvement Plans (BSIPS) this is an area we are investigating to determine where and when enforcement activity is needed to achieve better road user compliance, lock in the benefits of those facilities and improve bus reliability;
 - air pollution –Our emerging Local Transport Plan 4 (LTP4) has identified this as a key future challenge which may require us to consider some forms of enforcement either area wide or in locations where air pollution is poor including areas where non-compliance with legal air quality limits is exceeded; and
 - Climate Change – We face a climate change challenge that means we need to reconsider how we move about and the consequences of doing so on the planet and our local environment. Some 37% of all carbon emissions arise from transport. Of all sectors this is the most stubborn to shift and reach compliance with carbon neutrality targets. Assessment work undertaken to date shows that current plans and proposals do not allow Hampshire to reach Carbon Neutrality from transport by 2050 and that new tools, policies and transport projects are needed to do so. The emerging LTP4 will be seeking authority to investigate new measures include possible enforcement scheme that help us achieve carbon neutrality.
52. It should be noted that if study and development work indicates that the problems identified (like those above) do not require an enforcement solution

then this proposal would need to be reconsidered or alternative proposals developed.

53. An equalities impact assessment has been carried out for this proposal, as set out in Appendix 2. This initial assessment has identified potential for positive impacts on older and younger people, people with disabilities, people on lower income, women, and on pregnancy and maternity. No negative impacts have been identified for any protected groups. Further assessment will be carried out as proposals develop, and should negative impacts be identified, they will be mitigated as far as possible.
54. Concessionary Travel – reduce budget in line with forecast 15% reduction in usage (ETE03), £2million. This proposal reflects a change in the patterns of use of bus passes which started before the pandemic and national lockdowns and is expected to continue, with the legacy impact of Covid-19 measures likely to extend the trend for residents to make less use of public bus services for non-essential travel into the future. An equalities impact assessment has been carried out for this proposal, as set out in Appendix 2. This initial assessment has identified no impacts on people with protected characteristics.
55. Operating model changes – trading, charging and headcount reductions (ETE07), £1.466million. The remainder of the department’s savings is proposed from changes to the department’s operating model. This includes a focus on further income generation from trading and charging activities that were also components of the 2019 and 2021 savings programmes. The trading offer focuses on increasing the net contribution from selling services to external organisations, and the charging proposal builds on the full-cost recovery approach for discretionary activities introduced in the 2019 programme. Any residual savings are planned from a combination of further efficiency improvements, e.g. through new technology and business process reviews, and a reduced headcount of revenue-funded staff by up to 20-30 full time equivalent posts based on average budgeted salary costs. The department would seek to minimise the impact on staff through the use of vacancy management, natural turnover, redeployment of staff where possible, and exploring voluntary redundancy where appropriate. An equalities impact assessment has been carried out for this proposal, as set out in Appendix 2. This initial assessment has identified no impacts on people with protected characteristics. Further assessment will be carried out as proposals develop, and negative impacts will be mitigated as far as possible.

Summary Financial Implications

56. The savings target that was set for Economy, Transport and Environment was £10.266million and the detailed savings proposals that are being put forward to meet this target are contained in Appendix 1.

57. The requirement for SP2023 is to achieve all savings in full by the 2023/24 financial year. The Department is planning to meet this requirement and as a result has not needed to set aside Departmental Cost of Change funding to cash flow timing shortfalls. The proposals will be very challenging to achieve and as a result, only £100,000 of the saving is currently expected to be delivered early.

Workforce Implications

58. Appendix 1 also provides information on the estimated number of reductions in staffing from implementing the proposals.

59. Up to 21-31 Full Time Equivalent (FTE) posts may be affected by the proposals and it is anticipated that savings would be achieved as far as possible through vacancy management and natural turnover within the relevant services although this may not be sufficient to meet the reduction required.

60. 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. The County Council will ensure appropriate consultation with staff and trade unions about workforce implications at the appropriate time and in accordance with County Council policies and procedures.

Climate Implications

61. Hampshire County Council utilises two decision-making tools to assess the carbon emissions and resilience of its projects and decisions. These tools provide a clear, robust, and transparent way of assessing how projects, policies and initiatives contribute towards the County Council's climate change targets of being carbon neutral and resilient to the impacts of a 2°C temperature rise by 2050. This process ensures that climate change considerations are built into everything the Authority does.

62. Given that this report deals with savings proposals it is difficult to assess any specific climate change impacts at this stage, but assessments will be undertaken for individual proposals, if appropriate as part of the implementation process. It is acknowledged however that some savings proposals will adversely impact or delay the County Council's Strategic aims to reduce carbon emissions, particularly from transport in Hampshire.

Consultation, Decision Making and Equality Impact Assessments

63. As part of its prudent financial strategy, the County Council has been planning since June 2020 how it might tackle the anticipated deficit in its budget by 2023/24. As part of the MTFs, which was last approved by the County Council in September 2020, initial assumptions have been made about inflation, pressures, council tax levels and the use of reserves. Total anticipated savings of £80million are required and savings targets were set for departments as part of the planning process for balancing the budget.
64. The proposals in this report represent suggested ways in which departmental savings could be generated to meet the target that has been set as part of the SP2023 Programme. Individual Executive Members cannot make decisions on strategic issues such as council tax levels and use of reserves and therefore, these proposals, together with the outcomes of the *Serving Hampshire - Balancing the Budget* consultation exercise outlined below, will go forward to Cabinet and County Council and will be considered in light of all the options that are available to balance the budget by 2023/24.
65. The County Council undertook an open public consultation called *Serving Hampshire – Balancing the Budget* which ran for six weeks from 7 June to the 18 July 2021. The consultation was 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.
66. The consultation sought residents’ and stakeholders’ views on several options that could contribute towards balancing the revenue budget, and any alternatives not yet considered – as well as the potential impact of these approaches. The consultation was clear that a range of options would be needed to meet the required £80m savings by 2023. For example, the Information Pack illustrated the amount of savings that would still be required even if council tax was increased by up to 10%.
67. 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.
68. 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 £80million estimated budget shortfall took into account an assumed increase in 'core' council tax of 1.99% and an increase in the Adult Social Care Precept of 2% in both 2022/23 and 2023/24. The Pack also explained that if central government were to support changing local government arrangements in Hampshire, savings would still take several years to be realised. Residents were similarly made aware that the use of 'spare' reserves would only provide a temporary fix, providing enough money to run services for around 14 days.
69. Therefore, whilst each option offers a valid way of contributing in-part to balancing the budget – plugging the estimated £80million gap in full will inevitably require a combination of approaches.
70. A total of 2,027 responses were received to the consultation – 1,931 via the Response Forms and 96 as unstructured responses through email, letter and social media.
71. The key findings from consultation feedback are as follows:
- agreement that the County Council should carry on with its financial strategy now stands at 45%, compared with 52% in 2019, and 65% in 2017. This involves targeting resources on the most vulnerable people; planning ahead to secure savings early and enable investment in more efficient ways of working; and the careful use of reserves to help address funding gaps and plug additional demand pressures (e.g. for social care);
 - the data suggests that respondents are concerned about the implications of further service changes and charges and increasingly feel that the solution lies with national Government;
 - both data and verbatim comments indicate the respondents want the County Council to lobby central Government for further funding and to allow additional charging in a number of areas:
 - 87% agreed with lobbying for additional funding to deliver social care services for adults and children.
 - 69% agreed with lobbying for increased central government grant funding for libraries
 - 66% agreed with updating the 1964 Public Libraries and Museums Act to enable service modernisation
 - 62% agreed with means testing/ charging for Home to School Transport (HtST)
 - 60% agreed with charging £10 for issuing an Older Person's Bus Pass

- 51% agreed with making change to the charging approach for non-residential social services;
- however, there were exceptions, namely that:
 - Most respondents (52%) did not feel that it would be appropriate to lobby for charges relating to Household Waste Recycling Centres (HWRCs)
 - 47% disagreed (compared to 38% who agreed) that councils should be permitted to charge a 25% per journey fare for concessionary travel;
- a clear majority of respondents (63%) agreed that the County Council should explore further the possibility of changing local government arrangements for Hampshire;
- no majority view was achieved for any of the other proposals, but the weight of opinion veered slightly towards agreement with:
 - The position that reserves should not be used (48% agreement vs 42% disagreement)
 - That existing service charges could be raised (45% agreement vs 33% disagreement)

And towards disagreement with:

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

the proposals, stating concern about reductions to services and the need to focus on reducing costs and lobbying national government for additional funding in preference to raising local taxes.

Proposals following consultation feedback

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

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

73. In addition to the ETE related views highlighted in paragraph 71 on HWRCs and public transport, there were many open-ended comments on ETE services in both the response forms and unstructured submissions. From the 1,931 response forms submitted, 335 contained open-ended comments on ETE services. There were also 96 unstructured submissions made by letter, email and social media, of which 30 related to ETE services. Nine of these were from organisations including Borough and Parish Councils, Go South Coast and Solent NHS Trust.

74. The proposals set out in Appendix 1 have, wherever possible, been developed in line with the principles set out in paragraph 72. A strong focus has been maintained on maximising opportunities for income generation (including ETE01: Highways and ETE09: Operating Model – trading & charging) and minimising the need for service reductions. Attempts will continue to lobby central government for legislative change for some services, though it is not anticipated any changes would be ready to implement by 2023.

75. Two ETE services most often mentioned in the open-ended comments of the consultation were school crossing patrols and HWRCs, with 55 and 27

respectively. The vast majority of these comments did not support the consultation proposals. In light of the responses to the *Serving Hampshire – Balancing the Budget* consultation, the Council will not be pursuing any service reduction in these areas as part of the SP2023 Programme.

76. Furthermore, in response to a change in the national policy environment including the new national bus strategy, input from the *Serving Hampshire – Balancing the Budget* consultation, and considerations arising from the initial Equalities and Impact Assessment (EIA), the proposals consulted on for a saving of £1.5million in passenger transport and community transport services has been reduced to £800,000.
77. 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.
78. 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. However, in terms of the specific proposals set out in this report, the appendix shows that negative impacts could be particularly felt among older and younger people, people with disabilities, people on low incomes, those living in rural areas, and some women who are more reliant on affected services such as public transport. These impacts will be assessed in more detail as proposals develop, including by way of secondary consultation, and will be mitigated as far as possible.
79. Together the *Balancing the Budget* consultation and Equality Impact Assessments have helped to shape the final proposals presented for approval in this report.
80. Where applicable, detailed proposals for making savings will be subject to further, more detailed Phase 2 consultations before any decisions on service specific changes are made. This will be necessary for ETE01: Highways in relation to the Parish Lengthsmen proposal; to ETE04 for any Passenger Transport service reductions; and potentially for elements of ETE02: Contracted Waste Services. Following analysis of these consultations, any decisions will need to be made at an Executive Member Decision Day.

REQUIRED CORPORATE AND LEGAL INFORMATION:

Links to the Strategic Plan

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

Other Significant Links

Links to previous Member decisions:	
<u>Title</u>	<u>Date</u>
Medium Term Financial Strategy Update https://democracy.hants.gov.uk/documents/s53375/MTFS%20-%20Cabinet%20FINAL.pdf	Cabinet - 14 July 2020 County Council – 16 July 2020
Direct links to specific legislation or Government Directives	
<u>Title</u>	<u>Date</u>

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

EQUALITIES IMPACT ASSESSMENT:

1. Equality Duty

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

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

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

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

2. Equalities Impact Assessment:

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

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

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
ETE01	Highways: Contract efficiencies via new contractor / Parish Lengthsman service / Recycled materials income	No impact on service users from contract efficiencies / move to a 'Parish Council pay' model / increased income	0	1,000	1,000	0
ETE02	Contracted Waste Services: reduce the level of contingency provided against the risks of future waste volume growth / continue waste minimisation activities / other contract efficiencies	Minimal impact on service users / some impact on partners	0	3,400	3,400	0
ETE03	Concessionary Travel: Savings from expected reduction in	15% reduction in patronage (recent trend accelerated by Covid 19) leading to 15% reduction in budget	0	2,000	2,000	0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
	Concessionary Travel patronage by 2023					
ETE04	Passenger Transport Service Reductions: Reduction in Passenger Transport and Community Transport activity	Some reduction in service offer to users	0	800	800	0
ETE05	Enhanced Traffic Management Enforcement: Cost reduction through a range of enhanced traffic management measures, for example through bus lane enforcement to increase patronage and reduce call on bus subsidy payments.	Financial impact on some service users based on travel patterns/habits plus environmental and compliance benefits	0	1,500	1,500	0
ETE06	HCC Brussels Office: Closure of HCC's Brussels Partnership Office	Minimal - focus going forward needs to be more towards support for Hampshire businesses in trading with EU and elsewhere	0	100	100	1

Appendix 1

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
ETE07	ETE Operating Model: Combination of further operating model efficiencies plus trading & charging opportunities	Additional income will protect capacity but can't achieve target alone – likely to also be some minimal reduction in posts	100	1,466	1,466	20-30
ETE Target £10.266million			100	10,266	10,266	21-31

Economy, Transport, and Environment EIAs

Savings Programme reference(s)	Service Area
ETE-01	Highways
ETE-02	Contracted Waste Services
ETE-03	Concessionary Travel
ETE-04	Transport Service Reductions
ETE-05	Enhanced Traffic Management
ETE-06	Brussels Office
ETE-07	ETE Operating Model

Name of SP23 proposal:	SP23 Opportunity Reference:
Highways Efficiencies	EIA-ETE-Highways Efficiencies-2021-04-23

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Date
1	Report Writer	Stuart Giddings	ETE	Head of Highways	Stuart.giddings@hants.gov.uk	23 rd April 2021
2	EIA authoriser	Stuart Jarvis	ETE	Director of Economy, Transport, and Environment	stuart.jarvis@hants.gov.uk	1 st September 2021
3	EIA Coordinator	Patrick Poyntz-Wright	ETE	Transformation and Change Programme Manager	patrick.poyntz-wright@hants.gov.uk	1 st September 2021

Section one – information about the service and service change

Service affected	Highways
Please provide a short description of the service / policy/project/project phase	<p>The County Council is the Highway Authority for Hampshire and consequently has a statutory duty to maintain, under Section 41 of the Highways Act 1980, 8500km of publicly maintainable highway across the County. This excludes motorway and trunk roads which are the responsibility of Highways England.</p> <p>The core service provision includes routine, structural, environmental, and winter maintenance, as well as the associated regulatory, enforcement and asset management functions.</p>
Please explain the new/changed service/policy/project	<p>This project seeks to identify and deliver cashable efficiencies in the overall service provision, essentially through changes to existing processes, procedures and contractual mechanisms. The core statutory highways service will be unaffected and existing levels of service are not expected to change.</p> <p>The Parish Lengthsman (PL) service is a discretionary activity within the overall highways service where funding is given to many local parish and town councils to enable lower priority highway maintenance work to be prioritised and delivered through locally commissioned service providers. As part of this project it is proposed that the funding for PL is removed and, instead, the service offered to parish and town councils on the basis of a self-funding model, either through local sponsorship or increased precepts.</p>

Engagement and consultation

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

Has any pre-consultation engagement been carried out?

(Delete as appropriate)

No

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

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

The County Council will engage early with parish councils participating in the existing parish lengthsman scheme to set out detailed proposals and allow for a transitional period up to 2023/24 in order to maximise the opportunity for local continuation of the scheme as county council funding is withdrawn.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1 Impact Assessment

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

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

Table 2 Geographical impact

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

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

Gosport	
Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

Section three: Equality Statement

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

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

	Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age		This change is not anticipated to specifically impact on this characteristic.
Disability		This change is not anticipated to specifically impact on this characteristic.
Gender reassignment		This change is not anticipated to specifically impact on this characteristic.
Pregnancy and maternity		This change is not anticipated to specifically impact on this characteristic.

Race	This change is not anticipated to specifically impact on this characteristic.
Religion or belief	This change is not anticipated to specifically impact on this characteristic.
Sex	This change is not anticipated to specifically impact on this characteristic.
Sexual orientation	This change is not anticipated to specifically impact on this characteristic.
Marriage & civil partnership	This change is not anticipated to specifically impact on this characteristic.
Poverty	This change is not anticipated to specifically impact on this characteristic.
Rurality	Should Parishes and Town Councils, particularly smaller rural parishes with low precepts or limited scope for sponsorship, choose not to provide their own funding to continue the Parish Lengthsman scheme then it is likely that some lower priority maintenance activity may cease in these areas. However, it is considered this will have a low impact overall as all highway maintenance activity that is required to meet the County Councils statutory duty will continue.

For all characteristics marked as either having a ‘medium negative’ or ‘high negative’, please complete the following table:

Table 4 Explanation and mitigation for medium and high impacts

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

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

For all characteristics marked as either having a positive impact please explain why here.

Table 5 Consideration of and explanation for positive impacts

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

Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped

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

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

Service levels (excluding Parish Lengthsman, which is a discretionary service) are not expected to change as a consequence of this proposal.

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Box 2

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

Service levels (excluding Parish Lengthsman, which is a discretionary service) are not expected to change as a consequence of this proposal.

Name of SP23 proposal:	SP23 Opportunity Reference: Please use this structure as a reference for your EIA: <i>EIA –[Department]-[title]-[year/month/day]</i>
Contracted Waste Sevices	EIA-ETE-Waste Services-2021-04-08

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date
1	Report Writer(s)	Sam Horne	Economy, Transport & Environment	Strategic Manager, Waste & Resources	sam.horne@hants.gov.uk	07823 401118	8 th April 2021
2	EIA authoriser	Stuart Jarvis	ETE	Director of Economy, Transport, and Environment	stuart.jarvis@hants.gov.uk		1 st September 2021
3	EIA Coordinator	Patrick Poyntz-Wright	ETE	Transformation and Change Programme Manager	patrick.poyntz-wright@hants.gov.uk		1 st September 2021

Section one – information about the service and service change

Service affected	Contracted Waste Services
Please provide a short description of the service / policy/project/project phase	Waste disposal is a statutory responsibility of the County Council that entails the Disposal of Residual Households Waste, processing of collected dry recyclables, and the provision of the Household Waste Recycling Centres.
Please explain the new/changed service/policy/project	<ul style="list-style-type: none"> • Re-setting the County Council’s assumptions around levels of future waste growth and reducing the waste contingency by £2.8m • A new requirement for residents to split any bagged waste on arrival at HWRCs, to ensure that reuse and recycling is maximised, reducing the cost of managing waste and increasing performance. • Working with the County Council’s contractor, Veolia, and partner Local Authorities to lift the wastes it receives up through the waste hierarchy by seeking to prevent waste from arising in the first place through its <u>Smart living</u> campaign; • Increasing the reuse of bulky and other wastes sent for disposal; • Seeking recycling solutions for currently disposed of wastes and alternatives to landfill such as energy recovery in order to derive savings;

- Redressing some historical imbalances in the income sharing arrangements in existing agreements such that each partner receives an income share proportionate to the investment in the infrastructure, this is with particular reference to the income share resulting from sale of spare capacity at the 3 Energy Recover Facilities (ERFs).

Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made. Appropriate HR consultation would be required where proposals to reduce service provision may affect working conditions of site operatives (not HCC employed).

Has any pre-consultation engagement been carried out?

(Delete as appropriate)

No

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

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

Some of these proposals may require secondary consultation depending on details currently under consideration.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1 Impact Assessment

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

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

Table 2 Geographical impact

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

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

Gosport	
Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

Section three: Equality Statement

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	LOW NEGATIVE: Possible requirement for site users to open bags of waste to separate materials for disposal in the correct container if not pre-sorted before arrival at site. This could potentially be more demanding for some residents, e.g. older people and people with disabilities. Site staff will be directed to help where appropriate to mitigate this impact.
Disability	LOW NEGATIVE: Possible requirement for site users to open bags of waste to separate materials for disposal in the correct container if not pre-sorted before arrival at site. This could potentially be more demanding for some residents, e.g. older people and people with disabilities. Site staff will be directed to help where appropriate to mitigate this impact.

Gender reassignment	NEUTRAL: No discernible impact identified as a result of any proposed changes.
Pregnancy and maternity	NEUTRAL: No discernible impact identified as a result of any proposed changes.
Race	NEUTRAL: No discernible impact identified as a result of any proposed changes.
Religion and belief	NEUTRAL: No discernible impact identified as a result of any proposed changes.
Sex	NEUTRAL: No discernible impact identified as a result of any proposed changes.
Sexual orientation	NEUTRAL: No discernible impact identified as a result of any proposed changes.
Marriage and civil partnership	NEUTRAL: No discernible impact identified as a result of any proposed changes.
Rurality	NEUTRAL: No discernible impact identified as a result of any proposed changes.

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

Table 4 Explanation and mitigation for medium and high impacts

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

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

For all characteristics marked as either having a positive impact please explain why here.

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
Poverty	Positive impact on poverty as one of the outcomes of people engaging with the waste prevention scheme is to reduce the cost of living, in part by increasing the availability of re-useable/recycled goods.

Further actions and recommendations to consider:

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

- The policy, service review, scheme or practice may be paused or stopped
- The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
- Consider undertaking consultation/re-consulting².
- If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
- Carry out a subsequent impact severity assessment following mitigating actions.

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

Box 2

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

The impact of the service changes have been considered and has either a low negative; neutral or, in the case of poverty, a positive impact on those with protected characteristics. There is potential for a positive impact to be felt by all protected groups through the outcomes of a successful waste prevention programme which will improve the overall environment for all Hampshire residents both now and in the future and protect our natural resources. There is the possibility of a low negative impact on the characteristics of Age and Disability should residents choose not to pre-sort their waste ahead of their HWRC visit, but this will be mitigated as far as possible, e.g. by directing site staff to assist where appropriate.

Name of SP23 proposal:	SP23 Opportunity Reference: Please use this structure as a reference for your EIA: <i>EIA –[Department]-[title]-[year/month/day]</i>
Concessionary Travel	EIE-ETE-Concessionary Travel-2021/04/06

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date
1	Report Writer(s)	Frank Baxter	ETE	Head of Integrated Transport	Frank.baxter2@hants.gov.uk	0370 779 6361	6 th April 2021
2	EIA authoriser	Stuart Jarvis	ETE	Director of Economy, Transport, and Environment	stuart.jarvis@hants.gov.uk		1 st September 2021
3	EIA Coordinator	Patrick Poyntz-Wright	ETE	Transformation and Change Programme Manager	patrick.poyntz-wright@hants.gov.uk		1 st September 2021

Section one – information about the service and service change

Service affected	Hampshire Concessionary Fares Scheme
Please provide a short description of the service / policy/project/project phase	<p>The service is to administer the National Concessionary Fares scheme locally. This means issuing concessionary travel passes to eligible members of the public and reimbursing bus operators who are required to accept the passes for free travel.</p>
Please explain the new/changed service/policy/project	<p>The proposal is to reset the budget to reflect a reduction in future demand. A reduction is forecast as a result of a trend in reducing demand that started before the pandemic. It is anticipated by the industry at large that demand for concessionary pass use will decline by 20%. This means reducing the Circa £13m annual budget by £2m.</p> <p>This is not a service reduction proposal but a budget change reflecting a trend of reduced demand in recent years.</p> <p>The duty to administer the Concessionary Fares Scheme remains with the County Council as a demand led budget, which means if the reduction in demand does not continue then the County Council is still obliged to pay the full cost of the scheme.</p>

Engagement and consultation

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

Has any pre-consultation engagement been carried out?

(Delete as appropriate)

No

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

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

No consultation is planned or needed as this is simply a reflection of reduced demand and a budget reset to reflect it.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1 Impact Assessment

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

Marriage & civil partnership		✓.				
Poverty		✓.				
Rurality		✓.				

Table 2 Geographical impact

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

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

New Forest	No
Rushmoor	No
Test Valley	No
Winchester	No

Section three: Equality Statement

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
All	No impact is anticipated for any protected characteristics as uptake of the service is expected to naturally fall in line with national trends, thus enabling the budget reduction without affecting service users.

For all characteristics marked as either having a ‘medium negative’ or ‘high negative’, please complete the following table:

Table 4 Explanation and mitigation for medium and high impacts

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

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

For all characteristics marked as either having a positive impact please explain why here.

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
None	

Further actions and recommendations to consider:

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

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

This is not a service reduction proposal but a budget change reflecting a trend of reduced demand in recent years.

The duty to administer the Concessionary Fares Scheme remains with the County Council as a demand led budget, which means if the reduction in demand does not continue then the County Council is still obliged to pay the full cost of the scheme.

Box 2

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

Name of SP23 proposal:	SP23 Opportunity Reference: Please use this structure as a reference for your EIA: <i>EIA –[Department]-[title]-[year/month/day]</i>
Transport Service Reductions	EIA-ETE-Transport Service Reductions-2021/04/19

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date
1	Report Writer(s)	Lisa Cook and Kevin Ings	ETE	Local Bus Manager and Community Transport & Contracts Manager	Lisa.cook@hants.gov.uk Kevin.ings@hants.gov.uk	0370 779 7925 0370 779 2621	19 th April 2021
2	EIA authoriser	Stuart Jarvis	ETE	Director of Economy, Transport, and Environment	stuart.jarvis@hants.gov.uk	????	1 st September 2021
3	EIA Coordinator	Patrick Poyntz-Wright	ETE	Transformation and Change Programme Manager	patrick.poyntz-wright@hants.gov.uk	?????	1 st September 2021

Section one – information about the service and service change

<p>Service affected</p>	<p>Subsidised local bus services and community transport (including adjustments to the concessionary fares scheme) in Hampshire</p>
<p>Please provide a short description of the service / policy/project/project phase</p>	<p>The County Council currently spends £4.6m per annum supporting local bus and Community Transport services.</p> <ul style="list-style-type: none"> • Approximately £700k of this is for Community Transport services like Dial-a-Ride and Call & Go; • A further £500k is contributed to Community Transport services by district councils; • The remaining £3.9m pays for bus services that would not be viable without Council funding. The majority of these services operate in rural and semi-rural locations where it is not currently possible to run commercially-viable services. Of this £3.9 million, £1.4m is funded by Hampshire County Council and the rest is either specific grant funding from Government or external contributions. <p>The County Council also spend circa £13m on administering the Concessionary Fares Scheme. This enables over 250,000 eligible residents of Hampshire to travel on local bus services for free.</p>

Please explain the new/changed service/policy/project	<p>Savings could be realised by reducing subsidy payments to bus operators and community transport operators, as well as through a range of increases to fees and charges for such services that would see a greater share of costs being incurred by service users.</p> <p>Changes to the service levels, fees and charges could include:</p> <ul style="list-style-type: none"> • Removing use of older persons and disabled persons bus passes on taxi-shares and all Community Transport services – i.e. the user pays; • Reducing the Hampshire Concessionary Fares Scheme to the minimum national requirement; • Restructuring all Community Transport fares with the user paying a higher proportion of costs; • Offering a chargeable premium application service for blue badge and older persons and disabled persons’ bus pass applications
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Engagement and consultation

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

Has any pre-consultation engagement been carried out?

(Delete as appropriate)

	No	
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Describe the consultation or engagement you have performed or are intending to perform.

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

Consultation will be carried out once detailed options have been reviewed and a preferred approach assembled for approval. There would be engagement with the local communities through Passenger Transport forums and passenger surveys.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1 Impact Assessment

Protected characteristic (see <u>EIA Guidance for considerations</u>)	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age					✓.	Public

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

Table 2 Geographical impact

Does the proposal impact on a specific area? Consider the demographic data of the locations.

Area	Yes / no
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All Hampshire	✓
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Section three: Equality Statement

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Gender reassignment Sexual orientation Marriage and civil partnership	There is no evidence to suggest that people who have any of these protected characteristics are any more likely to use public transport/community transport or hold a concessionary bus pass in Hampshire than those without them. Therefore there will be the same impact on these people as there will be for the general population.

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For all characteristics marked as either having a ‘medium negative’ or ‘high negative’, please complete the following table:

Table 4 Explanation and mitigation for medium and high impacts

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

Age	High Negative		
Disability	<p>Two thirds of all journeys on Hampshire's supported bus network are undertaken by holders of a concessionary bus pass; whether that be a disabled or older persons pass. The vast majority of journeys undertaken on Community Transport services serve the needs of older and disabled people. Most journeys on door to door services are undertaken by people with a concessionary bus pass. People with these characteristics are less likely to have access to a car or van and therefore have no alternative to bus/community transport use. Within these groups, these services are used as a means to remain independent. A reduction of service, the removal of the use of the concessionary bus pass on community transport and taxishare services, and an increased user contribution towards community transport services would have a disproportionate impact on</p>	<p>Changes to the concessionary bus pass arrangements and user contribution to community transport services will impact people across the County. Reductions in public bus are more likely to impact the rural areas of Hampshire.</p>	<p>People who no longer have access to local bus services are likely to depend on the remaining community transport services which the Council supports. These will provide a more limited service which is likely not to fully meet their needs. In the total absence of these services, the only other option people would have is to use the voluntary transport network which the County Council does not support. Therefore this would increase the demand on these services which the voluntary transport network (i.e. car schemes) would not be able to meet. In addition, these services are inaccessible for those with a wheelchair / complex mobility needs and therefore these people would need to rely on taxis.</p>

	<p>people with these characteristics.</p> <p>With regards to younger people, around 15% of all journeys undertaken on the Council's supported services are for educational purposes. This equates to around 250,000 trips per year across the whole supported network. A reduction in service would mean a proportion of these journeys would not be able to take place, resulting in a negative impact for younger people.</p>		
Pregnancy and Maternity	<p>Medium Negative</p> <p>During pregnancy and maternity, people have greater accessibility needs e.g. to attend midwife / Health Visitor appointments. People on maternity / paternity have a lower income than their in-work counterparts. The link between low income / poverty and bus use is explored below. Both these factors mean that a reduction in service will</p>	<p>Changes to the concessionary bus pass arrangements and user contribution to community transport services will impact people across the County. Reductions in public bus are more likely to impact the rural areas of Hampshire.</p>	See above

	disproportionately impact people with this characteristic.		
Race	<p>Medium Negative</p> <p>Nationally, government figures show that outside London a black person makes on average 55 trips by bus per year in contrast with 36 made by a white person. The same is true for people from other ethnic backgrounds. There is also a link between poverty and race which is explored further below. 33 per cent of Asian or Asian British pensioners and 30 per cent of Black or Black British, are in poverty compared to 15 per cent of white pensioners. Below, there is a further explanation of the link between poverty and bus use. These factors mean that a reduction in local bus services or an increase in the cost of transport services will disproportionately affect people from BAME backgrounds in comparison to white people.</p>	Changes to the concessionary bus pass arrangements and user contribution to community transport services will impact people across the County. Reductions in public bus are more likely to impact the rural areas of Hampshire.	See above

Religion or belief	<p>Medium Negative</p> <p>Reductions in availability of transport services, in addition to increased costs of travel for those with a concessionary bus pass could result in people having poorer access to activities relating to their religion.</p>	<p>Changes to the concessionary bus pass arrangements and user contribution to community transport services will impact people across the County. Reductions in public bus are more likely to impact the rural areas of Hampshire.</p>	See above
Sex	<p>High negative</p> <p>Nationally more women than men do not have access to a private car / van and thus more use bus and community transport services. Within Hampshire 60% of passengers who travel with a concessionary bus pass on the supported local bus network are female. This means that any reduction to service or increase to cost will disproportionately affect women. This is compounded by the pregnancy and maternity impact detailed above.</p>	<p>Changes to the concessionary bus pass arrangements and user contribution to community transport services will impact people across the County. Reductions in public bus are more likely to impact the rural areas of Hampshire.</p>	See above
Poverty	<p>High Negative</p>	<p>Changes to the concessionary bus pass arrangements and user</p>	See above

	<p>There is a relationship between income and type of transport used. Those on lower incomes use buses more than those on higher incomes, and those on higher incomes use cars and trains more than those on lower incomes (Department for Transport 2017). People with more money have more options in both where to live and how to travel, and transport links are a key component of land value and housing costs. Poverty rates for all groups of women are higher than those of White British men. Among women, they are lowest for White British women, followed by Chinese, Indian, Black Caribbean and Black African women. Pakistani and Bangladeshi women have extremely high poverty rates of around 50 per cent. The proportion of people who currently use the disabled persons concessionary bus pass to access employment will see their costs for remaining in employment increase. Dependency on public transport and poverty are interlinked,</p>	<p>contribution to community transport services will impact people across the County. Reductions in public bus are more likely to impact the rural areas of Hampshire.</p>	
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	<p>resulting in a reduction to bus services or affordable community transport services having a disproportionate impact on people living in poverty.</p> <p>The increased cost to Community Transport users will have an impact on particular groups, namely those on a reduced income. However, the alternative is to remove services. Based on analysis, retaining these services at increased cost for users would have less of an impact for those on reduced income compared with removing the services all together (leaving no transport option for any users). This preference has previously been expressed by service users within previous consultations. This may result in low income users using the services less frequently.</p>		
Rurality	High Negative	Changes to the concessionary bus pass arrangements and user	See above

	<p>The vast majority of Hampshire's supported bus network provide accessibility for people within rural areas to access towns for employment and essential services. Rural areas are also currently served by Community Transport services.</p> <p>As well as providing access to towns from rural areas, supported bus services play a crucial role bringing people into rural areas, improving their health and wellbeing, and supporting the economy of rural communities.</p> <p>Rural areas are notoriously difficult to serve by public transport and make a profit, this is because the number of passengers who need to travel are lower. This means that where Council support is withdrawn in these areas, it is far less likely than in an urban area that a bus operator would provide an alternative on a commercial basis.</p>	<p>contribution to community transport services will impact people across the County. Reductions in public bus are more likely to impact the rural areas of Hampshire.</p>	
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If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why here.

Table 5 Consideration of and explanation for positive impacts

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

Further actions and recommendations to consider:

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

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

It should be noted that the most recent available data suggests that only 11% of all bus services in Hampshire are subsidised by the County Council, which means that 89% of bus services will be unaffected.

Much of the information used in this assessment relates to use of public transport nationally and generally. This proposal relates to public transport in Hampshire, and in the case of bus services specifically those which are subsidised by the County Council, which may have a different profile and a more limited impact.
Further impact assessments will be carried out as and when more detailed proposals are finalised for consideration.

Box 2

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

Name of SP23 proposal:	SP23 Opportunity Reference: Please use this structure as a reference for your EIA: <i>EIA –[Department]-[title]-[year/month/day]</i>
Enhanced Traffic Management	EIA-ETE-Enhanced Traffic Management-2021/04/13

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date
1	Report Writer(s)	Tania McCarthy	ETE	Senior Engineer	Tania.mccarthy@hants.gov.uk	07557 562421	13 th April 2021
2	EIA authoriser	Stuart Jarvis	ETE	Director of Economy Transport, and Environment	stuart.jarvis@hants.gov.uk	?????	1 st September 2021
3	EIA Coordinator	Patrick Poyntz-Wright	ETE	Transformation and Change Programme Manager	patrick.poyntz-wright@hants.gov.uk	?????	1 st September 2021

Section one – information about the service and service change

Service affected	Traffic Management
Please provide a short description of the service / policy/project/project phase	As the Highway Authority for Hampshire, the County Council is responsible for traffic management across the highway network (apart from on roads managed by Highways England). This includes balancing the needs of different highway and transport users, and responding to new societal trends and national initiatives to ensure safety, efficient transportation, and the protection of the Environment through traffic management initiatives.
Please explain the new/changed service/policy/project	The proposal is to reduce overall transport costs, and promote active travel and public transport, through greater enforcement of a range of enhanced traffic management measures, in particular responding to societal trends and national initiatives, such as the Government's Air Quality agenda and the recent National Bus Strategy, for example through bus lane enforcement to increase bus reliability, patronage, and commercial viability, thereby reducing the call on bus subsidy payments.

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Engagement and consultation

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

Has any pre-consultation engagement been carried out?

(Delete as appropriate)

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

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

The overall policy framework within which this proposal will operate is set within the Local Transport Plan, which is currently being reviewed and updated, and will be subject to extensive consultation as part of this process.

This proposal relates to enforcement of existing measures, and any new or enhanced measures will be subject to separate consultation on a scheme by scheme basis.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1 Impact Assessment

Protected characteristic (see EIA Guidance for considerations)	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age	✓					

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

Table 2 Geographical impact

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

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

Section three: Equality Statement

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Gender Reassignment Religion or Belief Sexual Orientation Marriage and Civil Partnership Rurality	This proposal relates to enhanced enforcement of existing measures to support active travel and public transport, together with some potential new measures, which will be assessed in more detail at later stages of development. However, current plans are not expected to have a greater impact on these groups than on the general population.

For all characteristics marked as either having a ‘medium negative’ or ‘high negative’, please complete the following table:

Table 4 Explanation and mitigation for medium and high impacts

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

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

For all characteristics marked as either having a positive impact please explain why here.

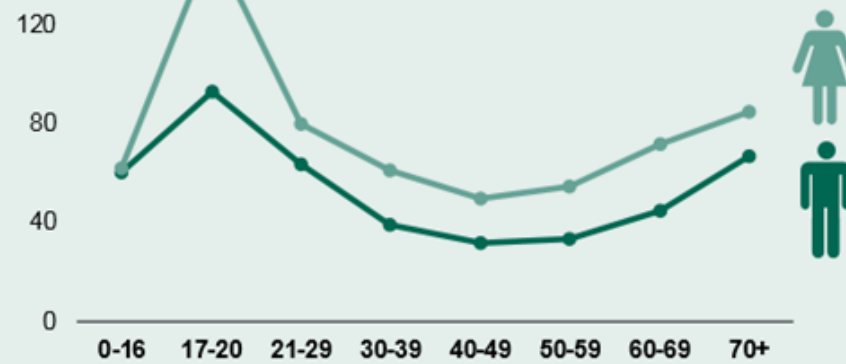
Table 5 Consideration of and explanation for positive impacts

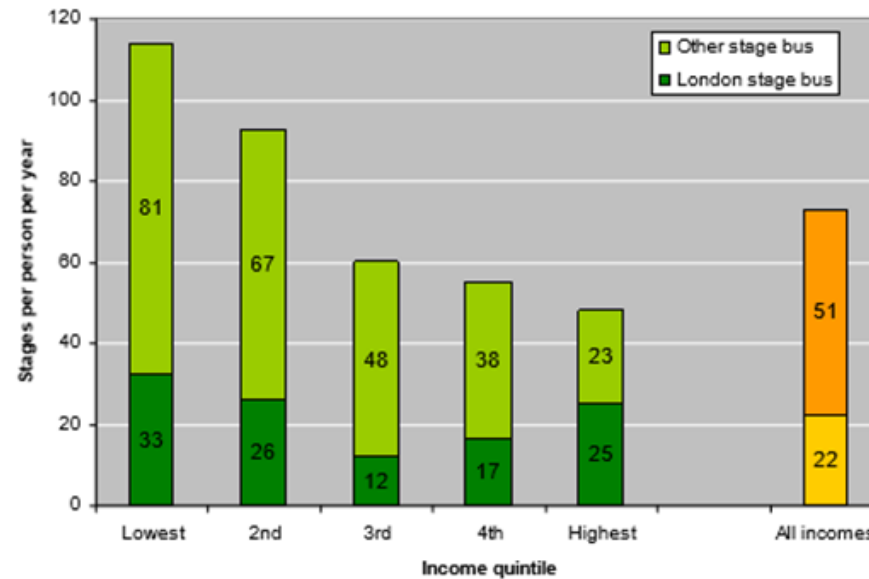
Protected characteristic	Brief explanation of why this has been assessed as having positive impact
Age Disability Pregnancy and Maternity Race Sex Poverty	<p>The proposal is to enhance enforcement of existing traffic management measures to promote active travel and public transport. This should have a positive outcome for the characteristics listed here, as these groups are statistically more likely to be dependant on public transport (as set out below) as well as on non-motorised forms of travel.</p> <p>The proposal should also aid the County Council's aspirations to improve air quality, which could be particularly beneficial to some members of these groups, especially those with disabilities affecting respiration and other characteristics vulnerable to the effects of poor air quality.</p> <p>One potential new measure under consideration is bus lane enforcement, which should help to improve bus efficiency and reliability. An evidence review for the DfT titled 'Transport and Inequalities' (July 2019) highlights that people from protected groups including the young (post 17 to 29), females, ethnic minorities, the elderly, and those with a disability were all reported to be particularly at risk of transport poverty. The investment in bus priority enforcement will provide more reliable journey times and reduce wait times, improving access to employment, shops and local services or opportunities.</p> <p>Extracts from that evidence base include the graphs below which show age and gender (top) and income quartile against propensity to use a bus (bottom):</p>

Bus use by age and gender

Women make more bus trips than men at all ages

Trips per person per year by age and gender, 2014





Further actions and recommendations to consider:

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

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

Box 2

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

Name of SP23 proposal:	SP23 Opportunity Reference: Please use this structure as a reference for your EIA: <i>EIA –[Department]-[title]-[year/month/day]</i>
HCC Brussels Office	EIA-ETE-Brussels Office-2021/04/21

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date
1	Report Writer(s)	Richard Kenny	ETE	Assistant Director for Economic Development	richard.kenny@hants.gov.uk	????	21 st April 2021
2	EIA authoriser	Stuart Jarvis	ETE	Director of Economy, Transport, and Environment	stuart.jarvis@hants.gov.uk	????	1 st September 2021
3	EIA Coordinator	Patrick Poyntz-Wright	ETE	Transformation and Change Programme Manager	patrick.poyntz-wright@hants.gov.uk	????	1 st September 2021

Section one – information about the service and service change

Service affected	Economic Development
Please provide a short description of the service / policy/project/project phase	The Brussels Office was established to influence and lobby on EU policy, programmes and funding.
Please explain the new/changed service/policy/project	The UK has now left the EU so the primary purpose of the Office has been removed.

Engagement and consultation

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

Has any pre-consultation engagement been carried out?

(Delete as appropriate)

	No, but is planned to be undertaken
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Describe the consultation or engagement you have performed or are intending to perform.

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

Consultation will take place with the lead officer for the Brussels Office. This is the only member of staff affected.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1 Impact Assessment

Protected characteristic (see EIA Guidance for considerations)	Positive	Neutral	Negative - low	Negative - Medium	Negative – High	Affects staff, public or both?
Age		✓.				Staff
Disability		✓.				Staff
Gender reassignment		✓.				Staff

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

Table 2 Geographical impact

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

Area	Yes / no
All Hampshire	Yes, marginally.

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

Section three: Equality Statement

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
All	There should be no impact on Hampshire residents. One member of staff will be affected, but it is not considered that this will have a disproportionate impact on any protected characteristics. Due process will be followed with regards HR and engagement requirements.

For all characteristics marked as either having a ‘medium negative’ or ‘high negative’, please complete the following table:

Table 4 Explanation and mitigation for medium and high impacts

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

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

For all characteristics marked as either having a positive impact please explain why here.

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
None	

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Further actions and recommendations to consider:

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

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

The impact is such that one member of staff would be made redundant.

Whilst Europe remains an important destination for export, the post-Brexit reorientation of the national and local economy will continue to include Europe as a key trading partner, so no impact is expected on Hampshire’s Economic Development, and in turn on protected characteristics, from withdrawing this service.

Similarly, there should be no impact on protected characteristics from any loss of potential project funding from Europe, which is in any case severely constrained by UK withdrawal from the EU.

Box 2

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

Name of SP23 proposal:	SP23 Opportunity Reference: Please use this structure as a reference for your EIA: <i>EIA –[Department]-[title]-[year/month/day]</i>
ETE Operating Model	EIA-ETE-Operating Model-2021/04/28

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date
1	Report Writer(s)	Mike Bridgeman	ETE	Head of Transformation	mike.bridgeman@hants.gov.uk		28 th April 2021
2	EIA authoriser	Stuart Jarvis	ETE	Director of Economy, Transport and Environment	stuart.jarvis@hants.gov.uk	???	1 st September 2021
3	EIA Coordinator	Patrick Poyntz-Wright	ETE	Transformation and Change Programme Manager	patrick.poyntz-wright@hants.gov.uk	????	1 st September 2021

Section one – information about the service and service change

Service affected	All services will potentially be affected by a range of process review, charging, trading, and workforce changes, e.g. vacancy management.
Please provide a short description of the service / policy/project/project phase	The proposal encompasses all ETE services, which ranges from Highways Maintenance and Traffic Management to Transport planning and implementation services, Waste Disposal, including the management of HWRCs, and County Planning and Specialist Environment Services, and Economic Development.
Please explain the new/changed service/policy/project	The proposal is to realise savings and generate income from a range of interventions, including process review to increase efficiency and productivity, reviewing charges for services, expanding trading opportunities to generate revenue, and workforce changes, e.g. vacancy management.

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Engagement and consultation	
<p>The County Council's <i>Serving Hampshire Balancing the Budget</i> consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.</p>	
<p>Has any pre-consultation engagement been carried out? (Delete as appropriate)</p>	
	No

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

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

No pre-consultation or engagement is planned prior to the Serving Hampshire Balancing the Budget consultation. When specific proposals have been clarified, appropriate secondary consultation may follow with respect to affected staff and service users, with further equalities impact assessments to follow when more detailed proposals are available.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1 Impact Assessment

Protected characteristic (see EIA Guidance for considerations)	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		✓.				Both

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

Table 2 Geographical impact

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

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

Section three: Equality Statement

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
All	<p>At present, there is no reason to think that emerging proposals will result in disproportionate impacts upon people with protected characteristics. However, as proposals develop, further impact assessments will be undertaken as appropriate to inform decision making. Impacts on service users are possible, but cannot be quantified at this stage, and will in any case be assessed separately, possibly in association with service specific projects and decisions. In terms of staff reductions, this is estimated to be in the region of 20-30 FTE, and it is expected that this relatively small percentage of the total number of staff employed will largely be achievable through current and future vacancy management. Potential new charges for services are a possibility, but it is expected that if these prove necessary they will predominantly affect businesses such as utilities and developers.</p> <p>There could potentially be a positive impact on some staff arising from more flexible working patterns which could result from process reviews and increased productivity. Such impacts will be assessed as part of future recommendations produced by specific projects.</p>

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

Table 4 Explanation and mitigation for medium and high impacts

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

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

For all characteristics marked as either having a positive impact please explain why here.

Table 5 Consideration of and explanation for positive impacts

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

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Further actions and recommendations to consider:

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

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

--

Box 2

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

HAMPSHIRE COUNTY COUNCIL

Report

Committee:	Economy, Transport and Environment Select Committee
Date:	23 September 2021
Title:	Work Programme
Report From:	Chief Executive

Contact name: Katy Sherwood, Senior Democratic Services Officer

Tel: 01962 847347 **Email:** katy.sherwood@hants.gov.uk

1. Summary

1.1. The purpose of this item is to provide the work programme of future topics to be considered by this Select Committee.

2. Recommendation

That the Economy, Transport and Environment Select Committee approve the attached work programme.

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:	no
People in Hampshire enjoy being part of strong, inclusive communities:	no

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

IMPACT ASSESSMENTS:

1. Equality Duty

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

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

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

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

1.2. Equalities Impact Assessment:

1.3. This is a forward plan of topics under consideration by the Select Committee, therefore this section is not applicable to this report. The Committee will request appropriate impact assessments to be undertaken should this be relevant for any topic that the Committee is reviewing.

2. Impact on Crime and Disorder:

2.1. This is a forward plan of topics under consideration by the Select Committee, therefore this section is not applicable to this report. The Committee will request appropriate impact assessments to be undertaken should this be relevant for any topic that the Committee is reviewing.

3. Climate Change:

- a) How does what is being proposed impact on our carbon footprint / energy consumption?
- b) How does what is being proposed consider the need to adapt to climate change, and be resilient to its longer term impacts?

This is a forward plan of topics under consideration by the Select Committee, therefore this section is not applicable to this report. The Committee will consider climate change when approaching topics that impact upon our carbon footprint / energy consumption.

WORK PROGRAMME – ECONOMY, TRANSPORT AND ENVIRONMENT SELECT COMMITTEE

Topic	Issue	Reason for inclusion	Status and Outcomes	23 September 2021	18 November 2021	27 January 2021	7 April 2022
Pre-scrutiny	ETE Proposed Capital Programme for 2022/23 2023/24 and 2024/25	Pre-scrutiny of the capital programme to go on to Cabinet				✓	
Pre-scrutiny	Pre-Scrutiny 2022/23 Revenue Budget for ETE	Pre-scrutiny of the revenue programme to go on to Cabinet				✓	
Pre-scrutiny	Savings Programme 2023 – Revenue Savings Proposals			✓			
Pre-scrutiny	Joint Municipal Waste Management Strategy			✓			
Information Item	Freeports	To look at the benefits and consequences of subsequent tax impacts.	Joint presentation with Solent LEP? To follow consultation taking place this year.		✓		
For future review	HWRC Booking System					✓	

Topic	Issue	Reason for inclusion	Status and Outcomes	23 September 2021	18 November 2021	27 January 2021	7 April 2022
For future review	Waste and Collaborative Working	How waste is managed with partners.	To follow Central Govt. response in late 2021/ early 2022			✓	

To be added to the work programme when timely:

- Bus Back Better
- Covid-19 and Economic Recovery
- Environmental Strategy
- LTP4

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