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SUMMONS

To the Members of the County Council

You are hereby summoned to attend the County Council to be held at Ashburton Hall, Elizabeth II Court, The Castle, Winchester at 10.20 am on Thursday, 4th November, 2021 to consider and resolve upon the business set out in the Agenda below.

Enquiries to: Debbie Vaughan, Deputy Head of Governance:
members.services@hants.gov.uk

This agenda can be provided on request in large print or Braille or on disk. This meeting will 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** (Pages 7 - 18)

To confirm the Minutes of the meeting held on 30 September 2021.

4. **DEPUTATIONS**

To receive a deputation from Teresa Skelton regarding the County Council's deputation procedure.

5. **CHAIRMAN'S ANNOUNCEMENTS**

To receive such announcements as the Chairman may wish to make to the Council.

6. **LEADER'S REPORT**

To receive such reports as the Leader of the Council may wish to bring before the Council.

7. **QUESTIONS UNDER STANDING ORDER 16.1.1**

To deal with questions pursuant to Standing Order 16.1.1. Where a member has submitted more than one question, their second and subsequent questions will not be answered until all members' first questions have been dealt with.

Part I: Matters for Decision

8. **APPOINTMENTS**

There are no appointments on this occasion.

9. **APPOINTMENT OF INDEPENDENT PERSONS** (Pages 19 - 20)

To consider a report of the Conduct Advisory Panel recommending the appointment of Independent Persons for the County Council.

10. **MEDIUM TERM FINANCIAL STRATEGY UPDATE AND SAVINGS PROGRAMME TO 2023 SAVINGS PROPOSALS** (Pages 21 - 880)

To consider a report of Cabinet seeking approval of the mid-year report on Treasury Management activity, for savings proposals and a number of other financial decisions.

11. **AMENDMENT TO CONSTITUTION, CONTRACT STANDING ORDERS AND FINANCIAL REGULATIONS** (Pages 881 - 928)

To consider a report of Cabinet seeking approval of changes to the Constitution, Contract Standing Orders and Financial Regulations.

12. **SERVING HAMPSHIRE'S RESIDENTS - STRATEGIC PLAN 2021-2025** (Pages 929 - 934)

To consider a report of Cabinet seeking approval of amendments to the Serving Hampshire Strategic Plan 2021-2025.

Part II: Matters for Information

13. **CONSTITUTIONAL ARRANGEMENTS - APPOINTMENTS TO THE HEALTH AND WELLBEING BOARD FOR HAMPSHIRE** (Pages 935 - 936)

To receive a report from the Chairman of the Health and Wellbeing Board for Hampshire notifying the Council of appointments made to the Board under delegated authority.

**Carolyn Williamson FCPFA
Chief Executive
The Castle
Winchester**

Wednesday, 27 October 2021

NB: Debate sequence and time limits in regard to Item 10 on this Agenda are set out overleaf

DEBATE SEQUENCE AND TIME LIMITS:

The procedure is set out below. Any Amendments to the Recommendations are to be in writing and seconded in accordance with Standing Order 17.1.

1. Leader of the Council, Councillor Keith Mans to present the report and move the recommendations, assisted by Councillor Steve Forster, Executive Member for Commercial Strategy, Estates and Property – **15 minutes.**

N.B Chairman to invite questions (not debate)

2. Leader of the Liberal Democrat Group to respond to the proposals and move any amendment - Councillor Keith House – **15 minutes.**
(NB: any amendment to be in writing and seconded)
3. Liberal Democrat seconder regarding 2) above (if the right to speak later in the debate **is not** reserved) – **4 minutes.**
4. Leader of the Labour Group to respond to the proposals and move any amendment – Councillor Alex Crawford – **15 minutes.**
(NB: any amendment to be in writing and seconded)
5. Labour Group seconder regarding 4) above (if right to speak later in the debate **is not** reserved) – **4 minutes each.**
6. Leader of the Independent Group to respond to the proposals and move any amendment – Councillor Andy Tree – **15 minutes.**
(NB: any amendment to be in writing and seconded)
7. Independent Group seconder regarding 6) above (if right to speak later in the debate **is not** reserved) – **4 minutes.**
8. Any other amendment (one per group, Conservative, Liberal Democrat, Labour, Independent) – **4 minutes per amendment.**
(NB: any amendment to be in writing and seconded)
9. Secunder(s) (Conservative, Liberal Democrat, Labour and Independent Groups) regarding 8) above (if right to speak later in the debate **is not** reserved) – **4 minutes each.**
10. General debate - each speaker once only - **4 minutes.**

11. Any seconder (for Conservative, Liberal Democrat, Labour and Independent Groups) regarding 9) above (if applicable and the right to speak later in the debate **has been** reserved) – **4 minutes**.
12. Independent seconder regarding 7) above (if applicable and the right to speak later in the debate **has been** reserved) - **4 minutes**.
13. Labour seconder regarding 5) above (if applicable and the right to speak later in the debate **has been** reserved) - **4 minutes**.
14. Liberal Democrat seconder regarding 3) above (if applicable and the right to speak later in the debate **has been** reserved) - **4 minutes**.
15. Leader of the Council - in reply to the debate - **No limit**.

In the event of Amendments to the Recommendations, Standing Order 17.12 applies, i.e. Amendments shall be voted on against the original Recommendation(s) in reverse order. This means that the last Amendment to be moved shall be voted upon against the original recommendation first.

Should any Amendment be carried such amendment shall become the Substantive Proposition against which any further Amendments shall be voted upon.

Order of Voting:

1. Any Amendments moved in 8) above.
2. Independent Amendment if moved in 6) above
3. Labour Amendment if moved in 4) above
4. Liberal Democrat Amendment if moved in 2) above
5. Chairman to put the Substantive Proposition to the vote if any amendment carried.
6. In the event of no Amendments being moved, the Chairman will put the original recommendation(s) to the vote.

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Agenda Item 3

AT A MEETING of the County Council of HAMPSHIRE COUNTY COUNCIL held
at the castle, Winchester on Thursday, 30th September, 2021

Chairman:

* Councillor Melville Kendal

Vice-Chairman

* Councillor Marge Harvey

- * Councillor Nick Adams-King
- * Councillor Prad Bains
- * Councillor Lulu Bowerman
- Councillor Jackie Branson
- * Councillor Ann Briggs
- Councillor Steven Broomfield
- * Councillor Pamela Bryant
- * Councillor Graham Burgess
- * Councillor Fran Carpenter
- * Councillor Roz Chadd
- * Councillor Peter Chegwyn
- * Councillor Adrian Collett
- * Councillor Mark Cooper
- * Councillor Rod Cooper
- * Councillor Tonia Craig
- * Councillor Alex Crawford
- * Councillor Debbie Curnow-Ford
- * Councillor Tim Davies
- * Councillor Christopher Donnelly
- Councillor Alan Dowden
- * Councillor David Drew
- * Councillor Barry Dunning
- * Councillor Liz Fairhurst
- * Councillor Michael Ford
- * Councillor Steve Forster
- * Councillor Jonathan Glen
- * Councillor Tim Groves
- * Councillor David Harrison
- * Councillor Pal Hayre
- * Councillor Juliet Henderson
- * Councillor Edward Heron
- * Councillor Dominic Hiscock
- * Councillor Keith House
- * Councillor Zoe Huggins
- * Councillor Gary Hughes
- * Councillor Rob Humby
- * Councillor Wayne Irish
- * Councillor Adam Jackman
- * Councillor Gavin James
- * Councillor Andrew Joy
- Councillor Mark Kemp-Gee
- * Councillor Rupert Kyrle
- Councillor Peter Latham
- * Councillor Hugh Lumby
- * Councillor Keith Mans
- * Councillor Alexis McEvoy
- * Councillor Lesley Meenaghan
- * Councillor Derek Mellor
- * Councillor Rob Mocatta
- * Councillor Arun Mummalaneni
- * Councillor Kirsty North
- * Councillor Phil North
- * Councillor Russell Oppenheimer
- * Councillor Sarah Pankhurst
- * Councillor Tanya Park
- * Councillor Stephen Parker
- Councillor Louise Parker-Jones
- * Councillor Neville Penman
- * Councillor Stephen Philpott
- * Councillor Jackie Porter
- * Councillor Roger Price
- Councillor Lance Quantrill
- * Councillor Stephen Reid
- * Councillor Patricia Stallard
- Councillor Elaine Still
- * Councillor Kim Taylor
- * Councillor Tom Thacker
- * Councillor Michael Thierry
- * Councillor Martin Tod
- * Councillor Andy Tree
- * Councillor Jacky Tustain
- * Councillor Rhydian Vaughan MBE
- Councillor Malcolm Wade
- * Councillor Jan Warwick
- Councillor Bill Withers Lt Col (Retd)
- * Councillor Seán Woodward

*Present

15. APOLOGIES FOR ABSENCE

Apologies were received from Councillors Stephen Broomfield, Alan Dowden, Mark Kemp-Gee, Peter Latham, Louise Parker-Jones, Lance Quantrill, Elaine Still, Malcolm Wade and Bill Withers.

16. 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.

17. MINUTES

The Minutes of the Annual General Meeting of the County Council held on 27 May and the Minutes of the Extraordinary County Council Meeting held on 21 June 2021 were confirmed as a correct record and signed by the Chairman. There were no matters arising.

18. DEPUTATIONS

There were no deputations on this occasion.

19. CHAIRMAN'S ANNOUNCEMENTS

The Chairman had pleasure in notifying Members of some of the Awards to the County Council and other achievements since the last Council Meeting:

- Long Service Awards for members of staff and particularly Mavis Vernon, a Registration Officer who has completed 50 years of service
- Hampshire Archives has met a National Accreditation standard recognising high levels of performance, including the care of its unique collections
- The County Council's catering service, HC3S, had been shortlisted Education Caterer of the Year

- The Sir Harold Hillier Gardens received a Silver-Gilt Medal for their exhibition of the Gardens national collection of Hypericum at RHS Hampton Court flower show in July, followed by a Britain in Bloom South/South East Gold Award in September
- Peter Barty in Economy, Transport and Environment had been awarded the British Empire Medal (BEM) in the Queen's Birthday Honours list for services to charity and the community in Fareham
- Delivery of several major school projects for the start of the academic year by Property Services and Children's Services, namely: Deer Park Secondary School near Botley and Cornerstone Primary School in Whiteley. Also of note was the shortlisting of the new school building at Barton Farm near Winchester for awards by both the Royal Institute of British Architects and the Civic Trust.

Since the lifting of restrictions, the Chairman also had pleasure in representing the County Council at several Civic functions: including the BEM award Ceremony presented by the Lord Lieutenant for Hampshire, Test Valley Civic Day, Adult Services and Public Health 'Thank You' event and 40 Year Long Service Celebration.

The Chairman had also held his Civic Day event at the newly refurbished and extended Jermyn House at the Sir Harold Hillier Gardens.

It was with much sadness that the Chairman reported the passing of several former County Councillors:

Roland Dibbs who represented the Farnborough South division from 2017 to 2021

Shelagh Stephenson who represented the Farnborough South division from 1985 to 1993

Ann Bailey who represented the Downlands (now known as Winchester Downlands) division from 1985 to 2005

Kingsley Williams who represented the Southampton (Bitterne) Division from 1973 to 1975

Honorary Alderman and Past Chairman, Colin Davidovitz, represented the Chandler's Ford division from 2001 until his retirement in 2015

The Chairman invited the Leader to pay tribute followed by Councillors Adrian Collett, Jackie Porter, Marge Harvey and Keith House before adding his tribute. A Minute's silence was observed as a mark of respect.

20. **LEADER'S REPORT**

The Leader opened his report on the latest position with Covid-19 and highlighted that although restrictions had been lifted, the virus is still present and

the Government's message was focussing on personal responsibility and caution. The County Council's priority throughout the pandemic had been to Keep Hampshire Safe. Therefore, the Leader urged all residents to ensure that they take up both doses of the Covid-19 vaccine, continue with regular testing, and take proportionate safety measures to look after themselves and others.

The Leader was pleased to report that the Pan-Hampshire County Deal proposal was progressing successfully and at pace, attracting significant interest from Ministers and support from stakeholders. Further detail about the opportunities for Pan-Hampshire and the proposals for a deal would be shared soon, which would be evidence based and seek to gain greater freedoms and flexibilities to make things work better locally. The Leader confirmed that the County Council had not made any decisions about what is needed, and instead was using its position to facilitate the conversation and drive progress proportionately. The Leader confirmed that getting a bold and ambitious deal for the whole of the county was the priority in order to take greater control over the future and to level up for Hampshire residents.

The Leader reported that the County Council welcomed the Government's efforts to support Afghans arriving in the UK; the Council would continue to do all it can to give Afghan refugees the help they need to rebuild their lives, working closely with District and Borough, health and voluntary sector partners to ensure that all individuals receive everything they need. The Leader applauded the wave of support and generosity expressed by Hampshire residents through their donations and efforts to make refugees feel welcome. The County Council welcomed the recent funding announcement from the Home Office and continues to feed information back to regional and national leads, including through a meeting with Hampshire MPs last week to provide them with an update on the situation and the County Council's key asks of Government.

In turning to financial matters, the Leader confirmed that although the County Council was in a better position than many authorities, it continues to face a challenging financial landscape as a direct result of continuing pressures on local government funding and increasing demand for core public services. Cabinet Members were having to make difficult recommendations to help bridge a budget shortfall of at least £80 million over the next two years, which will be brought to Full Council in November. The Leader thanked all residents and stakeholders who took the time to share their views with the County Council by responding to the "Balancing the Budget" consultation, the findings of which, together with the Equality Impact Assessments, had helped shape the proposals which are currently being considered. The consultation outcome was clear that a range of options would be needed to deliver the required savings and the County Council would be looking at a combination of approaches to help meet the scale of the financial challenge and balance the budget in full, which must be done by law. After 13 years of cost reductions to deliver cumulative savings of over £0.6 billion to date, the Leader reported that it was becoming increasingly difficult to find ways of making deeper savings and the Council would continue to lobby Government for a fairer and more sustainable solution to the financial pressures local authorities, and in particular, shire counties, face. The Leader also confirmed that every opportunity to remind Hampshire MPs of the detail of the County Council's situation was being taken.

The Leader was delighted to open the recently transformed Staunton Country Park, the result of an ambitious project made possible by contributions from the National Lottery Heritage Fund and Big Lottery Fund. The visitor facilities had been much improved and the historic Georgian landscape revitalised. The Leader was also delighted to attend the opening of Sir Harold Hillier Gardens new Garden Restaurant in Jermyn's House.

It was with much pleasure that the Leader confirmed the County Council had secured Gold Award re-accreditation in the MOD's Employer Recognition Scheme having first achieved the Gold Award in 2016. The County Council was one of the first Local Authorities to sign the Armed Forces Covenant and has delivered a successful and comprehensive programme of work to deliver on this promise.

The Leader reported that the County Council's Assistant Chief Executive, Deborah Harkin had retired from the County Council yesterday, and thanked Deborah for all the work she had done and support she had given to him during his time as Leader of the Council.

Lastly, the Leader proposed that three further County Councillors be conveyed the title of Honorary Alderman, namely: Anna McNair Scott, Andrew Gibson and Jane Frankum at a Special Meeting of the County Council to be held on Thursday 4 November 2021.

21. QUESTIONS UNDER STANDING ORDER 16.1.1

Executive Members responded to questions submitted in accordance with Standing Order 16.1.1 as published with the exception of questions 8-11 for which a full written answer would be circulated in accordance with Standing Order 16.1.5.

22. PROPORTIONALITY AND APPOINTMENTS

The Council considered the report of the Chief Executive seeking approval of the proposed Proportionality Table, as set out in the Appendix to the report, following changes to the political composition of the Council. Approval was also sought of appointments arising from the review of proportionality and some other membership changes as set out in paragraph 3 of the report. The Leader also proposed some further appointments that had been received subsequent to the publication of the report.

RESOLVED:

- a) That the draft Proportionality Table appended to the report be approved. The final Table is appended to these Minutes.
- b) That Councillor Andy Tree replace Councillor Rob Mocatta, and that Councillors Louise Parker-Jones and Prad Bains be appointed as the Independent Group Substitute Members on the Audit Committee.

- c) That Councillor Alex Crawford replace Councillor Peter Latham, and that Councillors Jacky Tustain and Kim Taylor be appointed as the Labour Substitute Members on the Pension Fund Panel and Board.
- d) That Councillor Lesley Meenaghan fill the Conservative Group vacancy on the Children and Young People Select Committee created by Councillor Bains becoming an Independent Group Member, and that Councillor Prad Bains replace Councillor Andy Tree as the Independent Group Member on this Committee.
- e) That Councillor Louise Parker-Jones replace Councillor Kim Taylor, and that Councillors Andy Tree and Prad Bains be appointed as the Independent Group Substitute Members on the Economy, Transport and Environment Select Committee.
- f) Children & Families Advisory Panel:
 - That Councillor Elaine Still steps down from this Panel and that Arun Mummalenini replace Councillor Still as the Chairman of the Panel.
 - That Councillor Adam Jackman be appointed as a full Member of the Panel and Councillor Sarah Pankhurst replace Councillor Jackman as a second Substitute Member for the Conservative Group.
 - That Councillor Prad Bains remains on the Panel as an Independent Group Member and that the Conservative seat he vacated not be replaced to reduce the Conservative Group membership on this Panel from seven to six seats.
 - That Councillors Andy Tree and Louise Parker-Jones be appointed as the two Independent Group Substitute Members.
- g) That Councillor Prad Bains replace Councillor Louise Parker-Jones on the Education Advisory Panel, and that Councillor Louise Parker-Jones be appointed as the second Substitute Member for the Independent Group.
- h) That Councillor Jacky Tustain replace Councillor Roz Chadd, and that Councillors Alex Crawford and Kim Taylor be appointed as the Labour Group Substitute Members on the Corporate Parenting Board.
- i) That Councillor Chris Donnelly replace Councillor Prad Bains as Vice-Chairman of the Standing Advisory Council for Religious Education (SACRE); that Councillor Pal Hayre be appointed as a full Member, and that Councillor Juliet Henderson replace Councillor Hayre as the second Conservative Substitute Member.
- j) That Councillor Zoe Huggins replace Councillor Elaine Still, and that Councillor Stephen Parker replace Councillor Huggins as the second Conservative Substitute Member on the Policy and Resources Select Committee.

- k) Health and Adult Social Care Select Committee:
- That Councillor Adam Jackman replace Councillor Rhydian Vaughan and Councillor Nick Adams-King replace Councillor Michael Thierry as full Committee members
 - That Councillor Jackie Branson replace Councillor Chris Donnelly as the second Conservative Substitute Member
 - That Councillor Kim Taylor to replace Councillor Jacky Tustain on the Health and Adult Social Care Select Committee and that Councillor Tustain becomes the second Labour Substitute Member
- l) That Councillor Barry Dunning replace Councillor Lesley Meenaghan on the River Hamble Harbour Management Committee.
- m) That Councillor Rob Harwood (Southampton City Council) be appointed as the Unitary Council Co-opted Employer Representative, and Councillor Cal Corkery (Portsmouth City Council) be appointed as the Unitary Council Co-opted Substitute Employer Representative on the Hampshire Pension Fund Panel and Board for the municipal year 2021/22.

NB: In accordance with the Appointments Policy for the Hampshire Pension Fund Panel and Board, the respective representatives from Southampton and Portsmouth City Councils rotate between being a main co-opted Member and a co-opted Substitute Member on an annual basis.

- n) That Chris Anders replace Joanna West as the Hampshire Secondary Schools Co-opted Member on the Education Advisory Panel.
- o) That Councillor Rob Stead replace Councillor Professor Barrie Margetts on the Joint Health Overview and Scrutiny Committee, representing Southampton City Council.
- p) That Father John Chandler be appointed as a Co-opted Member to Group A of the Standing Advisory Council for Religious Education (SACRE).
- q) That Councillor Keith Mans be appointed as the County Council's representative on South-East Strategic Leaders outside body and that Councillor Rob Humby be appointed as the deputy representative.
- r) That the County Council's representation on the Assembly of European Regions be adjusted to reflect two main members – Councillors Keith Mans and Andrew Joy, and two deputy members – Councillors Steve Forster and Phil North.
- s) That Councillor Michael Thierry to replace Councillor Stephen Philpott on the Audit Committee
- t) That Councillor Karen Hamilton, Test Valley Borough Council to fill the District/Borough Co-opted Member vacancy on the Health and Adult Social

Care Select Committee

- u) That Councillor Michael Hope, Rushmoor Borough Council to fill the District/Borough Co-opted vacancy on the Health and Wellbeing Board as a Substitute Member for Councillor Anne Crampton
- v) That Councillor Stephen Philpott to replace Councillor Prad Bains as the County Council's representative on the Solent Forum

23. APPOINTMENT OF CHIEF FINANCIAL OFFICER

The Council considered the report of the Chief Executive recommending the appointment of a Chief Financial Officer of the County Council in accordance with Part 1, Chapter 4, paragraph 1.17 of the Constitution and pursuant to Section 151 of the Local Government Act 1972.

RESOLVED:

That the County Council approves the appointment of Rob Carr, Director of Corporate Operations as the statutory Chief Financial Officer of the County Council.

24. APPOINTMENT OF INDEPENDENT PERSONS

The Council considered the report of the Conduct Advisory Panel recommending the appointment of two Independent Persons, in accordance with the requirements of Section 28 (7) of the Localism Act 2011 following candidate interviews by the Conduct Advisory Panel on 23 and 25 June 2021.

RESOLVED:

That the County Council approve the appointment of Mr Michael Cronin and Mr Peter Moore as Independent Persons for a four-year period of office expiring on 31 July 2025.

25. CONSTITUTIONAL UPDATE

The Council considered the report of the Chief Executive and presented by the Leader, providing an update on the arrangements for Executive Member Decision Days going forward. The report also provided clarification of provisions regarding non-Executive Members and non-Committee Members speaking at Cabinet, individual Executive Member Decision Days and Committee meetings.

In response to a request from Councillor Collett, the Leader agreed that the amendment to the Constitution would also make reference to the Chairman of a committee or panel having the discretion to allow a Member to speak if, in exceptional circumstances, it had not been possible to give the required notice.

RESOLVED:

That the County Council:

- a) Delegates authority to the Monitoring Officer to amend the Constitution in order to give effect to the proposal in Paragraph 1.5 of the report.
- b) Delegates authority to the Monitoring Officer to amend the Constitution in order to give effect to the proposal in Paragraph 2 of the report.

26. **2020/21 END OF YEAR FINANCIAL REPORT**

The Council considered the report of Cabinet setting out the year end position for the financial period 2020/21 and seeking approval of the County Council's treasury management activities and prudential indicators set out in Appendix 2 of the attached Cabinet report. The Leader confirmed that Councillor Steve Forster, Executive Member for Commercial Strategy, Estates and Property would also speak about this report.

In presenting the report the Leader made reference to the effects of the pandemic which had led to a cautious financial approach in light of the uncertainty of the level of Covid funding that would be received by the Government. However, funding had been received, albeit in tranches, and was welcomed. The pandemic had also hampered delivery of the savings programme within the expected timescales and this would be addressed over the next two years. In commending the report to the Council, the Leader highlighted that the Council had operated within budget whilst delivering what was required in regard to Covid-19. He was of the view that the year ahead would be difficult, particularly in regard to adult social care and it was unclear whether the same level of funding would be received as in the last financial year.

The Executive Member reported that the Council had experience increased demand for its services and had already achieved 0.6bn efficiency improvements. The Executive Member stressed that the Council was continuing to lobby MPs and Government for increased funding and the County Deal, should it proceed, might offer further opportunities. Hampshire's overall spending and budget had increased and the Council was focused on prioritising key areas and efficiencies by making investment to secure subsequent savings such as in the digital arena. Funds being saved elsewhere were being prioritised for adult social care and children's services. Reserves were continuing to be used wisely including delivering over £10m annually in interest. Investment was also being made in highways, Covid recovery and proactive property investments. Significantly, the Council's capital spend in the last financial year was £214m. The Executive Member commented that the way ahead was challenging however, the Council's sensible approach in the use its finances had resulted in it being in a good position going forward.

During the course of debate local improvements such as the inclusion of additional footpaths was recognised as was the need to continue to lobby Government hard to secure funding for frontline services. Concern was expressed regarding the impact on, for example, youth services and community

transport provision. It was also noted that some funding had been earmarked for the Queen's Platinum Jubilee. The Leader commented that fundraising would also be considered and he would be discussing this with the Lord Lieutenant for Hampshire.

RESOLVED:

That the County Council approves the report on the County Council's treasury management activities and prudential indicators as set out in Appendix 2 of the attached Cabinet report.

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

The Council considered the report of Cabinet setting out the County Council's new Strategic Plan for 2021-2025 and its accompanying Corporate Performance Management Framework.

During the course of debate the inclusion of climate change in the Strategic Plan was welcomed however, concern was expressed regarding the absence of reference to sustainability in Outcome 1 linked to the absence of any reference to recycling and waste in the Strategy overall. Furthermore, the Outcomes One, Three and Four did not have the same titles as in the Strategy.

The Leader proposed that the points raised above be considered by Cabinet at its meeting on 12 October and if amendments were recommended, that the proposed revised Strategic Plan come back to County Council at its next meeting on 4 November 2021.

RESOLVED:

- a) That the County Council approves the *Serving Hampshire* Strategic Plan for 2021-2025
- b) That Cabinet consider some possible revisions to the Strategic Plan at its meeting on 12 October 2021 and subject to any revisions being recommended by Cabinet, that the County Council consider those revisions at its meeting on 4 November 2021.

28. AMENDMENT OF CODE OF CONDUCT FOR MEMBERS

The Council considered the report of the Conduct Advisory Panel recommending revisions to the Code of Conduct for Members as set out in Appendix 1 to the Conduct Advisory Panel report of 23 June 2021, attached to this report.

RESOLVED:

That the County Council approves the revised Code of Conduct for Members as contained in Appendix 1 of the attached report.

29. **HAMPSHIRE AND ISLE OF WIGHT FIRE AND RESCUE AUTHORITY**

a) H&IOWFRA Questions

No questions had been received in accordance with Standing Order 16.3.

b) H&IOWFRA Report

The Council received and noted the report as presented by Councillor Rhydian Vaughan in his capacity as Chairman of the Hampshire and Isle of Wight Fire and Rescue Authority.

30. **ANNUAL REPORT OF THE POLICY AND RESOURCES SELECT COMMITTEE**

The Council received and noted the Annual Report of the Policy and Resources Select Committee summarising the work carried out by the Council's Select Committees during 2020/21.

31. **ANNUAL REPORT OF THE HEALTH AND ADULT SOCIAL CARE SELECT COMMITTEE**

The Council received and noted the Annual report of the Health and Adult Social Care Select Committee summarising the health scrutiny work carried out by the Committee during 2020/21.

32. **CHANGES IN RESPONSIBILITY FOR EXECUTIVE FUNCTIONS**

The Council received and noted the report of the Chief Executive and presented by the Leader, updating the Council on changes to the allocation of Executive Responsibilities in the 2021 Administration determined by the Leader, as notified to Cabinet on 13 July 2021.

The Council also noted the appointment of two Assistants to the Executive: Assistant to the Executive – Children's Services and Assistant to the Executive – Adult Services and Public Health as set out in Appendix 1 to the Cabinet report.

33. **CONSTITUTIONAL ARRANGEMENTS - APPOINTMENTS TO THE HEALTH AND WELLBEING BOARD FOR HAMPSHIRE**

The Council received and noted the report of the Health and Wellbeing Board for Hampshire reporting several changes to the membership of the Board taken under delegated authority by the Head of Law and Governance and Monitoring Officer, in consultation with the Chairman of the Health and Wellbeing Board.

34. **EXECUTIVE AND COMMITTEE REPORTS**

The Council received the reports of Executive Members as set out below.

a) The Leader/Cabinet

- HCC Climate Change initiatives
 - Serving Hampshire – 2020/21 year end performance report
 - Regulation 11 (Key Decision)
- b) Executive Member for Adult Services and Public Health
- Serious Violence Reduction Grant
 - New Inpatient Detoxification Unit
 - Getting Going Again Grant Scheme
- c) Executive Lead Member for Children's Services
- Holiday Activity and Food (HAF) Grant Recommendations Summer 2021
 - Updated School Term and Holiday dates for 2021/22
 - Covid Local Support Grants June – September 2021

The Meeting closed at 12.50pm.

Chairman,

COUNCIL MEETING, 4 NOVEMBER 2021

REPORT OF THE
Conduct Advisory Panel
PART I

1. LOCALISM ACT 2011 – APPOINTMENT OF INDEPENDENT PERSONS

- 1.1 By virtue of Section 28 (7) of the Localism Act the County Council is required to appoint at least one Independent Person, whose views must be sought and taken into account before any decision is made on any allegation which the County Council has decided to investigate, and whose views may be sought by the County Council in relation to an allegation in any other circumstances, or by a Member or Co-opted Member of the County Council against whom an allegation has been made. In addition, pursuant to the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015, in the case of the proposed dismissal of the Head of Paid Services, Chief Financial officer or the Monitoring Officer, the County Council is required to appoint a Panel comprised of at least two Independent Persons whose views are required to be taken into account before dismissal of one of these Officers.
- 1.2 The Localism Act requires that any vacancy for an Independent Person must be advertised and that there should be a formal recruitment process. Approval of the appointment of an Independent Person is required to be done by full Council.
- 1.3 The County Council at its meeting on 17 May 2012 delegated authority to the Conduct Advisory Panel to assist in the recruitment of an Independent Person and to make recommendations to the County Council on any such appointment.
- 1.4 A recruitment exercise in June led to the Conduct Advisory Panel recommending two applicants for the position of Independent Person for appointment by the County Council at its 30 September meeting. Members of the Conduct Advisory Panel were however of the view that a further recruitment exercise should be undertaken to expand the pool of Independent Member's and this was duly carried out. The Conduct Advisory Panel considered short-listed applicants on 13 October 2021, following the placing of advertisements inviting interested persons with relevant backgrounds to come forward.
- 1.5 After full and detailed consideration, the Conduct Advisory Panel considered that three appointments be made: Julie Byrom, Fasil Bhatti and Becky Attwood.
- 1.6 The County Council's Members' Allowances Scheme makes provision for a basic allowance in the sum of £723 per annum plus expenses.
- 1.7 The term of office for these appointments will expire on 31 July 2025.

RECOMMENDATION

That the County Council approve the appointment of Julie Byrom, Fasil Bhatti and Becky Attwood as Independent Persons for a four-year period of office expiring on 31 July 2025.

COUNCIL MEETING, 4 NOVEMBER 2021

REPORT OF THE
Cabinet
PART I

1. MEDIUM TERM FINANCIAL STRATEGY UPDATE AND SAVINGS PROGRAMME TO 2023 SAVINGS PROPOSALS

- 1.1. At its meeting on 12 October 2021 the Cabinet considered the overall financial strategy for dealing with the budget gap to 2023/24 in light of the various options available to the County Council and the high level outcomes from the public consultation exercise on balancing the budget.
- 1.2. The full report considered by Cabinet, incorporating non-consequential updates for accuracy, is attached as Annex 1 to this Council report.
- 1.3. In addition to a number of recommendations to Council, set out below, Cabinet resolved to:
 - i. Note the latest position in respect of the financial resilience monitoring for the current financial year.
 - ii. Confirm the current planning assumption that council tax and the social care precept will increase by the maximum permissible without a referendum, in line with government policy, will continue.
 - iii. Approve the recommended approach to dealing with the anticipated £80m budget deficit, as set out in paragraphs 185 to 187.
 - iv. Approve, subject to further consultation and executive decision making where necessary, the savings proposals in Appendix 3; after taking due regard of the consultation feedback and Equality Impact Assessments.
 - v. Approve further service specific consultations, where necessary, on the savings proposals set out in Appendix 3, prior to final decisions being made by Executive Members.
 - vi. Restate and reinforce the requirement that should any savings proposal be rejected that alternative options to the same value will need to be developed by the appropriate department.
 - vii. Note the requirement for further essential health and safety and maintenance works within the older persons residential portfolio and the initial plan to prioritise a programme of full asset management plan surveys at a cost of £120,000 to be funded from the AHC cost of change reserve.

- viii. Notes the revised Commercial Strategy at Appendix 10 which includes an analysis of the Council's income generation.

RECOMMENDATIONS

With reference to the report annexed to this Council report, Council is recommended to approve:

- a. The mid-year report on treasury management activity at Appendix 2.
- b. The savings proposals in Appendix 3, subject to further consultation and executive decision making where necessary.
- c. Recurring funding of £7m from 2022/23 to provide additional resources for the overall Highways Maintenance budget, with the flexibility for the Director of Economy, Transport and Environment to allocate this between Operation Resilience and the reactive maintenance budget as required.
- d. Investment of £1.7m in 2021/22, £2.4m in 2022/23 and £3.2m per year from 2023/24 onwards in Children's Intensive Workers, to be met from existing corporate growth funding allocations for Children Looked After
- e. The addition of capital investment of up to £22m to the capital programme in respect of younger adults extra care and the Woodcot Lodge discharge to assess facility to be funded by prudential borrowing with repayments accounted for within the proposed saving.
- f. The addition of capital investment of £786,000 to the capital programme in respect of improvement works to the Formal Meeting Chamber, to be funded from cost of change reserves.

HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Cabinet County Council
Date:	12 October 2021 4 November 2021
Title:	Medium Term Financial Strategy Update and Savings Programme to 2023 Savings Proposals
Report From:	Chief Finance Officer and Director of Corporate Operations

Contact name: Rob Carr

Tel: 0370 779 2467

Email: Rob.Carr@hants.gov.uk

Section A: Purpose of this Report

1. The purpose of this report is to consider the overall financial strategy for dealing with the budget gap to 2023/24 in light of the various options available to the County Council and to present the high level outcomes from the public consultation exercise on balancing the budget.
2. As part of that overall consideration, this report details savings proposals that have been submitted by Executive Members in meeting their initial savings targets as part of the Savings Programme to 2023 (SP2023).
3. The report examines the medium term financial prospects for the County Council to 2025/26 and takes the opportunity to update Cabinet on the financial monitoring position for 2021/22.

Section B: Recommendation(s)

It is recommended that Cabinet:

4. Notes the latest position in respect of the financial resilience monitoring for the current financial year.
5. Confirms the current planning assumption that council tax and the social care precept will increase by the maximum permissible without a referendum, in line with government policy, will continue.

6. Approves the recommended approach to dealing with the anticipated £80m budget deficit, as set out in paragraphs 185 to 187.
7. Approves, subject to further consultation and executive decision making where necessary, the savings proposals in Appendix 3; after taking due regard of the consultation feedback and Equality Impact Assessments.
8. Approves further service specific consultations, where necessary, on the savings proposals set out in Appendix 3, prior to final decisions being made by Executive Members.
9. Restates and reinforces the requirement that should any savings proposal be rejected that alternative options to the same value will need to be developed by the appropriate department.
10. Notes the requirement for further essential health and safety and maintenance works within the older persons residential portfolio and the initial plan to prioritise a programme of full asset management plan surveys at a cost of £120,000 to be funded from the AHC cost of change reserve.
11. Notes the revised Commercial Strategy at Appendix 10 which includes an analysis of the Council's income generation.
12. **Recommends to County Council that:**
 - a) The mid-year report on treasury management activity at Appendix 2 be approved.
 - b) The savings proposals in Appendix 3 be approved, subject to further consultation and executive decision making where necessary.
 - c) Recurring funding of £7m is approved from 2022/23 to provide additional resources for the overall Highways Maintenance budget, with the flexibility for the Director of Economy, Transport and Environment to allocate this between Operation Resilience and the reactive maintenance budget as required.
 - d) Investment of £1.7m in 2021/22, £2.4m in 2022/23 and £3.2m per year from 2023/24 onwards in Children's Intensive Workers be approved, to be met from existing corporate growth funding allocations for Children Looked After.
 - e) Capital investment of up to £22m is added to the capital programme in respect of younger adults extra care and the Woodcot Lodge discharge to assess facility to be funded by prudential borrowing with repayments accounted for within the proposed saving.
 - f) Capital investment of £786,000 is added to the capital programme in respect of improvement works to the Formal Meeting Chamber, to be funded from cost of change reserves.

RECOMMENDATIONS TO COUNCIL

Council is recommended to approve:

- a) The mid-year report on treasury management activity at Appendix 2.
- b) The savings proposals in Appendix 3, subject to further consultation and executive decision making where necessary.
- c) Recurring funding of £7m from 2022/23 to provide additional resources for the overall Highways Maintenance budget, with the flexibility for the Director of Economy, Transport and Environment to allocate this between Operation Resilience and the reactive maintenance budget as required.
- d) Investment of £1.7m in 2021/22, £2.4m in 2022/23 and £3.2m per year from 2023/24 onwards in Children's Intensive Workers, to be met from existing corporate growth funding allocations for Children Looked After
- g) The addition of capital investment of up to £22m to the capital programme in respect of younger adults extra care and the Woodcot Lodge discharge to assess facility to be funded by prudential borrowing with repayments accounted for within the proposed saving.
- h) The addition of capital investment of £786,000 to the capital programme in respect of improvement works to the Formal Meeting Chamber, to be funded from cost of change reserves.

Section C: Executive Summary

13. In recent years it has become customary to present the Medium Term Financial Strategy (MTFS) for approval in the autumn alongside the strategic plan to deliver the savings required for the following two year cycle. The main focus of this report is therefore the plan up to 2023/24 and approval of the detailed savings proposals that will be pursued as part of the Savings Programme to 2023 (SP2023).
14. Further information in respect of the budget setting process for 2022/23 will be provided in December, which will support the setting of the precept in February 2022.
15. Given the scope and complexity of this report, key issues have been highlighted within the Executive Summary and track the structure of the report itself.

Section D – Contextual Information

16. The Covid-19 pandemic has transformed the environment in which local authorities operate, with wide ranging repercussions for service provision and the financial resources required to deliver services. The current forecast deficit position of £71m to the end of 2023/24 is approximately in line with the Council's reasonable best case scenario as of last July, reflecting the significant additional support forthcoming from government over the past year and suppressed demand for social care services during 2020/21 due to the impacts of the national lockdown measures. However, there remain significant ongoing spending commitments associated with the pandemic and considerable uncertainty surrounding latent impacts on demand-led services now lockdown measures have been lifted, particularly in Children's Social Care.
17. In response to these pressures, the Council decided to levy the maximum permitted increase in the Adult Social Care (ASC) Precept in 2021/22 (3%), raising an additional £21m on an ongoing basis. The Government has not confirmed whether any further ASC Precept will be available to local authorities from 2022/23. The MTFS is predicated on the assumption that the Council will raise a further £29m of recurrent income from the ASC Precept over the next two years and this remains a key risk in the MTFS.

Section E - Budget Update

18. The Government announced in September that the 2021 Spending Review will set revenue and capital budgets for Government departments for a three year period (2022/23 to 2024/25) with a planned announcement on 27 October 2021. Until then, the Council is still in the position of having no visibility of its financial prospects beyond the current one-year spending review to March 2022. This has necessitated a further savings requirement for SP2023 of £80m in order that the Council can continue to operate within its current funding envelope. However, it should be noted that the Council's net budget is expected to increase by £80.8m between 2021/22 and 2023/24 after accounting for the savings requirement of £80m. The £80m savings will thus be achieved by containing inflationary and demand uplifts to affordable levels rather than reducing overall spending on services. Meeting this target on top of the £560m that has been removed from the budget to 2021/22 clearly represents a significant financial challenge.
19. The key risks in the MTFS forecasts include:
 - Changes to grant allocations or funding re-distribution not provided for within funding forecasts
 - Further increases in the ASC precept are not permitted beyond 2021/22
 - Growth in adults' and children's social care demand, ongoing pandemic-related spending and income losses are even greater than forecast

- Upcoming social care funding reforms result in reductions to income from client contributions which are not fully compensated by additional government funding for the care system
 - Pay and price inflation exceed the provisions contained in the forecast, also impacting the Council's Capital Programme.
20. The Government announced its proposed reforms around adult social care in September, which includes a cap of care costs of £86,000 for individuals in receipt of care. This along with other measures will be funded by a 1.25% increase in National Insurance with a large part of the £12bn additional revenue being directed towards the NHS.
21. Whilst funding will be provided to local authorities to help meet the extra burden created by the by the cost cap, this does not address the long term growth pressures in social care costs, which the government states will continue to be met from general council tax, the adult social care precept and efficiencies. Whilst this does present a major challenge to the County Council, it does suggest that the adult social care precept will continue in some form.

Section F - 2021/22 Financial Monitoring

22. The latest in-year forecasts for all services predict pressures of £46.8m, of which £36.6m is attributable to Covid-related factors. In Adults' Health and Care, pressures of £16.1m are anticipated, primarily due to the cost of care packages required to support clients transferring from CCG-funded Covid beds into social care. Additionally, there has been a delay in delivering planned savings to reduce the cost of care packages. However, the Department expect that they can balance the bottom line across the MTFs period to 2024/25, with previously approved growth funding, without the need for additional resources.
23. In Children's Services, the Council continues to see significant growth in numbers of Children Looked After (CLA) and in average placement costs. The Department expects to face a cumulative unfunded pressure of £3.7m by 2024/25, after fully utilising its Cost of Change reserves in 2022/23. This is principally due to increasing demand for Home to School Transport, currently expected to reach £5.7m per year by 2024/25.
24. In mid September, the Home Office issued new guidance on funding arrangements for both support within Bridging Hotels and the support of longer-term resettlement for families evacuating from Afghanistan. The intention of this programme is that there would be no financial burden on local authorities and detailed analysis of the offer and local costs is in progress. As individuals resettled into Hampshire will have leave to remain, it is worth noting that all statutory duties of a County Council will apply as they would for any Hampshire citizen resident.

Section G – Transformation to 2019 and 2021 Programmes

25. Members will be aware that both the Transformation to 2019 (Tt2019) and Transformation to 2021 (Tt2021) Programmes had a longer delivery tail for some elements of the Programme. Combined savings of £45m still remain to be delivered, with delays totalling £25m being attributable to the impacts of Covid-19. 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.

Section H – Medium Term Covid-19 Impact

26. Additional spending pressures and delays to planned savings due to Covid-19 amounting to £103m are forecast across the MTFS period; a reduction of £1.1m on the predicted position reported in the summer. £32m unringfenced Covid tranche funding is available to contribute towards meeting these pressures, leaving a deficit of £71m to be funded by the County Council. Resources have been allocated to fully fund these pressures within the MTFS, following a review of non-specific grants, corporate cash flow provisions and contingencies in 2020/21.

Section I – ‘*Serving Hampshire – Balancing the Budget*’ Consultation – Feedback

27. 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 public consultation sought residents’ and stakeholders’ views on options for managing the anticipated budget shortfall. Agreement that the County Council should continue with its financial strategy now stands at 45%, with the data suggesting that respondents are concerned about the implications of further service changes and charges. Respondents increasingly felt that the solution lies with central government, with 87% agreeing that the council should lobby for additional funding to deliver social care services. Generating additional income remains the most preferred approach to meeting the budget shortfall, with 70% of respondents ranking this option among their top three.
28. 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; and

- **using reserves carefully** to help meet one-off demand pressures.
 - **Maximise income generation** opportunities.
 - **Lobby central government** for legislative change to enable charging for some services.
 - **Minimise reductions and changes to local services** wherever possible, including by raising council tax by 3.99%.
 - Consider further the opportunities for **changing local government arrangements** in Hampshire.
 - Consider further the opportunities around **devolution of financial powers** in response to the Government's County Deal and levelling up agenda.
29. Over the Summer, stage 2 consultations have taken place with respect to Tt2021 Public Health savings. The Council received feedback from Public Health England and healthcare professionals around some of the savings proposals and discussions also took place with Public Health England about the nature of the changes and the rationale that sits behind them. In light of these discussions, whilst the County Council is currently reviewing the results of the stage 2 consultation which will be reported in due course, it is clear that further re-badging of spend to facilitate savings in Public Health is not possible. This leaves a shortfall of £3.672m against the Tt2021 savings target and in addition, it will not be possible to achieve the further £4.4m savings anticipated as part of the SP2023 Programme whilst delivering mandated Public Health outcomes. This leaves a £8.072m savings gap within Adults' Health and Care which is proposed to be met through a reduction in allocated growth funding, reflecting the lower levels of demand seen across 2020/21 and 2021/22 to date.
30. Following the consultation over the summer, initial proposals around Household Waste Recycling Centres (HWRCs) and School Crossing Patrols were reviewed in light of the results and other wider issues. As a result of this review and the availability of funding due to lower growth volumes during Covid-19, neither of these proposals will form part of the SP2023 Programme. Recurring growth funding from 2020/21 of £1.9m together with anticipated waste growth savings of £900,000 due to a range of factors will be used to achieve the overall savings target.

Section J – Impact Assessments

31. In keeping with good practice, the County Council has completed Equality Impact Assessments (EIAs) for all proposed service changes linked to its SP23 Programme. This information has been used to complete a cumulative assessment to identify groups likely to experience multiple disadvantages as a result of policy / service changes. The cumulative EIA in Appendix 9 identifies that 59% of EIAs could have at least one possible negative impact with age,

disability and poverty being the characteristics most likely to be impacted negatively. This is not unexpected as 75% of the County Council's budget and savings target relates to Adults', Public Health and Children's Services, which by their nature are targeted at Hampshire's older population, vulnerable and disabled children and adults and those who may need support due to living in deprived communities.

32. Therefore, it is expected that changes to these services will, to some extent and in various ways, impact certain protected groups. Where areas of multiple disadvantages have been identified, mitigation actions are in place and work is ongoing to understand the extent to which these are likely to reduce or remove negative impacts on specific cohorts. Further, more detailed assessments will be carried out for those proposals where there are stage 2 consultations.

Section K – Savings Proposals

33. The savings proposals that have been recommended for submission to Cabinet and County Council by Executive Members are contained in Appendix 3 and reflect the feedback from the consultation and content of the EIAs where applicable. All departments are predicting full year savings equivalent to their savings target. Some proposals for Adults' Health and Care require a longer period to 2024/25 to be fully delivered. However, the planned early achievement of other proposals will provide sufficient funding to cash flow the later delivery of savings. Appendix 3 indicates the proposals could impact around 146 FTE roles across the County Council. This reduction will be managed in a sensitive and planned way to minimise redundancies through natural staff turnover and redeployment opportunities.

Section L - Savings Programme 2023

34. The County Council's well documented strategy for achieving savings has been continued for the SP2023 Programme. The straight line methodology has maintained a high level of discipline and sustainability in the budget underpinned by corporate funding of growth pressures and a robust Reserves Strategy. If the County Council decided not to continue to look for savings across the social care departments, the budget trajectory would mean that there would only be enough funding to fund social care services by 2026/27.
35. Past enabling investment in IT has provided a solid platform on which to build and the decision to allow Departments to retain all their early delivery of savings has created vital resources that can be used for investment, implementation costs and cash flow support, which has been a key factor in the success of our programmes.

Section M – 2022/23 Budget Setting

36. The Budget Setting process for next year will follow the usual format with a budget update in December setting cash limits and headlines from the Comprehensive Spending Review, leading to Budget and Council Tax setting in February 2022.

Section N – Economic Development and Revenue Investment Priorities

37. Three priority areas have been highlighted for inclusion in the budget. A £7m annual increase in highways maintenance, one off and recurring funding of £3.2m per annum to retain Intensive Workers in Children’s Social Care and asset surveys within Adults’ Health and Care to develop a longer term view of maintenance requirements in our residential and nursing homes.

Section O – Capital and Investment Strategy

38. The CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code) and the Treasury Management Code of Practice require local authorities to provide a Capital Strategy, which is to be a summary document approved by full Council covering capital expenditure and financing, treasury management and non-treasury investments. In addition, the MHCLG’s investment guidance includes the requirement to produce an Investment Strategy. For the County Council, these are combined into a single Capital and Investment Strategy.
39. A review of capital priorities was started in 2019 but was suspended due to Covid-19, whilst this work will now continue, in some areas of the Council, the potential investment requirements are very different and this will need to be factored in to the review.

Section P – Capital Programme

40. The Capital Programme is updated annually and whilst revenue contributions to capital, together with Government allocations provide some opportunity for new investment, there are no other major sources of funding that are available to address the significant capital needs across the County Council.
41. Prudential borrowing does provide an option for funding additional capital development, but one which then results in costs that have to be funded each year from within the revenue budget or from generating additional ongoing income streams. This approach is used prudently as supported by a strong business case. This report makes two recommendations on this basis to invest in younger adults extra care accommodation and the purchase of Woodcot

Lodge to support discharge to assess services and provide greater operational flexibility going forwards.

42. An investment in improvements to the Formal Meeting Chamber is also recommended to address key issues relating to the condition and suitability of the facility for its intended future use. It is proposed that these works are funded from cost of change reserves that include previous underspends against the budget for Members Expenses.

Section Q – Commercial Strategy

43. The County Council's updated Commercial Strategy outlines a piece of work, commissioned by the Chief Executive, which provides greater visibility at a strategic level of the opportunities and barriers in all traded services provided to other organisations. The output from this work will help to identify priority areas for focus in the coming years, together with any actions or investment required to remove barriers to growth and to continue to grow traded services in a sensible and sustainable way.

Section R – Reserves Strategy

44. 2020/21 saw an exceptional £112m increase in the Council's earmarked reserves, largely due to the short-term suppression of service growth as a result of Covid. Whilst this provides the authority with some additional short-term flexibility, there remain considerable long term demand and spending pressures, exacerbated by the pandemic, as well as planned draws on both departmental and corporate reserves to cash flow the Tt2021 and SP2023 programmes. While the overall level of reserves currently exceeds £0.7bn, it is a stark fact that when expressed in terms of the number of days that usable reserves would sustain the authority for it would be around 14. This highlights once again that reserves offer no long term solution to the financial challenges we face.

Section S – Strategy Beyond 2023/24

45. The Government's announcement in September that the 2021 Spending Review will cover the next three years will be helpful for future financial planning. However, the record levels of national debt resulting from the Government's response to Covid-19 will necessitate fiscal restraint into the future, particularly for unprotected departments such as MHCLG. The anticipated financial outlook means we must continue to assume that we will face a budget deficit of at least £40m per annum after a 3.99% council tax rise.

46. The recent Government announcement on Health and Social Care does not address the cost of growth in this area and could actually add to the financial burden if the costs of implementing the changes exceed the allocations of funding we receive from Government.
47. At this stage therefore we are still in the position that unless something is done to address the growth in adults' and children's social care, we are not financially sustainable in the long term as it is not possible to continually make reductions in services to meet growth costs in others.

Section T – Financial Resilience and Sustainability

48. The Covid pandemic has added to the sustainability issues which already confronted many local authorities, due to escalating demand pressures in both adults' and children's social care services. However, the County Council remains in a relatively strong financial position; delivering on its change programmes, keeping within cash limits and investing in continually high performing services. Nonetheless, if we are to remain financially sustainable beyond 2023/24 there needs to be a significant change in the way in which growth in adults' and children's social care is funded, since it is not possible to sustain that growth in demand and cost indefinitely.

Structure of the MTFS

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

Section A	– Purpose of this Report
Section B	– Recommendations to Cabinet and County Council
Section C	– Executive Summary
Section D	– Contextual Information
Section E	– Budget Update
Section F	– 2021/22 Financial Monitoring
Section G	– Transformation to 2019 and 2021 Programmes
Section H	– Medium Term Covid-19 Impact
Section I	– ' <i>Serving Hampshire – Balancing the Budget</i> ' Consultation – Feedback
Section J	– Impact Assessments
Section K	– Savings Proposals
Section L	– Savings Programme 2023
Section M	– 2022/23 Budget Setting
Section N	– Economic Development and Revenue Investment Priorities

Section O – Capital and Investment Strategy
Section P – Capital Programme
Section Q – Commercial Strategy
Section R – Reserves Strategy
Section S – Strategy Beyond 2023/24
Section T – Financial Resilience and Sustainability

Appendix 1 – Highways Status Update
Appendix 2 – Treasury Management Mid-Year Monitoring
2021/22
Appendix 3 – Proposed Savings Options
Appendix 4 – Equality Impact Assessments – Adults’ Health and Care
Appendix 5 – Equality Impact Assessments – Children’s Services
Appendix 6 – Equality Impact Assessments – Economy, Transport and
Environment
Appendix 7 – Equality Impact Assessments – Culture, Communities and
Business Services
Appendix 8 – Equality Impact Assessments – Corporate Services
Appendix 9 – Cumulative Equality Impact Assessment
Appendix 10 – Commercial Strategy
Appendix 11 – Reserves Strategy

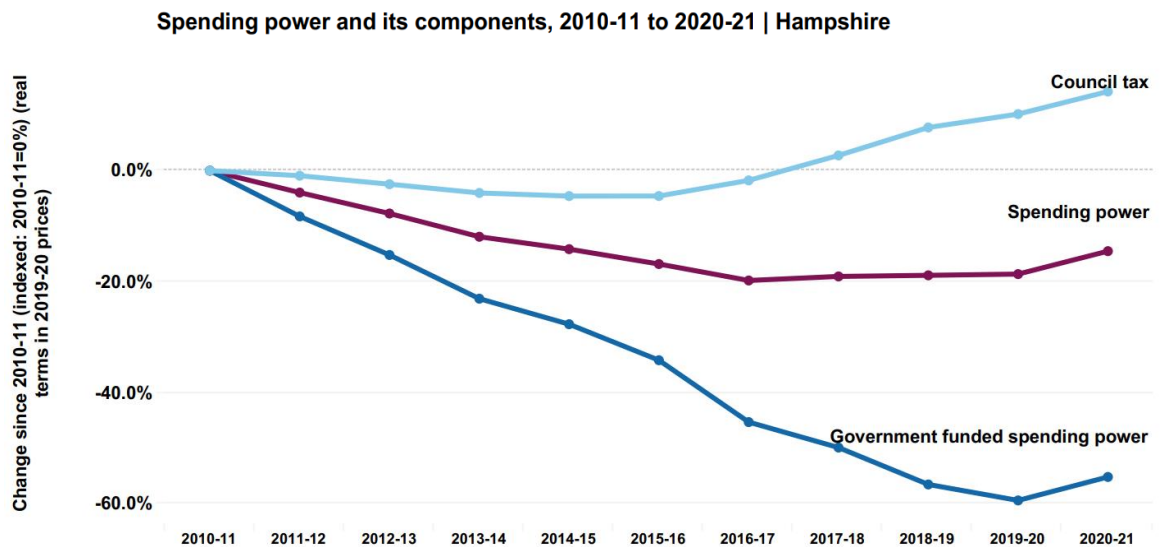
Section D: Contextual Information

50. The Covid-19 pandemic has transformed the environment in which local authorities operate, with wide ranging repercussions for service provision and the financial resources required to deliver services. In this context, forward planning with any degree of certainty is extremely challenging. In July 2020, the Council was anticipating an increase in its budget shortfall of between £49m and £102m to the end of 2022/23 due to Covid-related demand and recovery costs, lost fees and charges and reductions to precept income.
51. The current forecast deficit position of £71m to the end of 2023/24 is approximately in line with the Council’s reasonable best case scenario as of last July, reflecting the significant additional support forthcoming from government over the past year and suppressed demand for social care services during 2020-21 due to the impacts of the national lockdown measures.
52. However, there remain significant uncertainties as to both the latent impacts of the pandemic on demand-led services, particularly Children’s Social Care, and the funding environment in which local authorities will operate beyond the current year. The Fair Funding Review and increased local retention of

business rates, which were due to be introduced next year, have been set back further due to the pandemic. Furthermore, the record levels of national debt resulting from the government's response to Covid-19 will necessitate fiscal restraint into the future, particularly for unprotected departments such as MHCLG.

53. It is therefore crucial that the Council maintains its disciplined approach to financial management and budget planning, which involves planning ahead of time, through a two-yearly cycle, releasing carefully targeted resources in advance of need and using those resources to help fund efficiency savings.
54. This strategy has served the County Council, and more particularly its services and community well, as it has delivered transformation programmes on time and on budget with maximum planning and minimum disruption. It is also an approach that has enabled Hampshire County Council to maintain financial resilience throughout the pandemic whilst sustaining exceptional public services which continue to deliver for the residents of Hampshire.
55. Members will recall that single year Spending Reviews were undertaken in 2019 and 2020 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. SR2020 confirmed the baselining of existing grants across social care services, and provided a further allocation of £1.2m for adults' and children's social care. The MTF5 assumes that these grants will continue at their current levels from 2022/23 onwards.
56. The 2020 Spending Round also provided local authorities with the flexibility to levy a 3% adult social care (ASC) precept with the option to defer some or all of the increase to 2022/23. The County Council decided to levy the full 3% permitted in 2021/22, raising an additional £21m on an ongoing basis. The Government has not confirmed whether any further ASC precept will be available to local authorities from 2022/23, but there are indications within the recent announcement on health and social care that this will be the case. The SP2023 savings requirement is predicated on the assumption that the Council will raise a further £29m of recurrent income from a 2% ASC precept over the next two years.
57. Longer term, the County Council is still in the position of having no visibility of its financial prospects beyond the 2021/22 year, which clearly makes any accurate financial planning difficult to achieve. Whilst there are some signs that the key messages on funding requirements are getting through, local government as a sector will continue to push the Government for a programme of multi-year rolling settlements that avoid the inevitable cliff edge that we face at the end of every Spending Review period.
58. The prolonged period of tight financial control has led to significant reductions in government grant and the removal of funding that was historically provided to

cover inflation, coupled with continued underfunding for demand pressures. Revenue Support Grant, worth £158m to Hampshire in 2013/14, has not been received by the Council since 2019/20. This has contributed to a real-terms reduction in government-funded spending power of 55% since 2010/11. During this period, the County Council has also had to respond to inflationary and demand-driven increases in costs across all services, but in particular adults' and children's social care. Despite this, the Council has managed to maintain Council tax at the 3rd lowest level of any upper tier authority, absorbing a 15% reduction in spending power through transforming the way it delivers services.



Source: National Audit Office

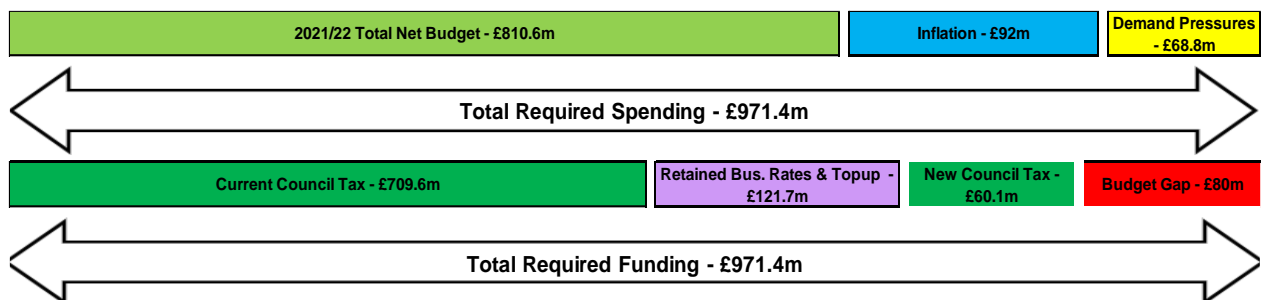
59. One of the key features of the County Council's well documented financial strategy and previous savings programmes has been the ability to plan well in advance, take decisions early and provide the time and capacity to properly implement savings so that a full year impact is derived in the financial year that they are needed, albeit elements of more recent programmes have taken longer to deliver as they become more complex.
60. This strategy has enabled the County Council to cushion some of the most difficult implications of the financial changes which have affected the short term financial viability of some County Councils, with 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.
61. One of the most significant risks to the medium-term fiscal outlook, as noted by the Office for Budget Responsibility, relates to the potential legacy of the pandemic for spending on public services. The huge sums allocated to fight the

virus mean that departmental resource spending (RDEL) is expected to have risen by 36% (£122bn) in 2020/21. However, no provision for virus-related spending has been added to pre-pandemic plans from 2022/23. There is therefore potential for unbudgeted pressures to impinge upon RDEL spending in the 2021 Spending Review and beyond. These pressures come from a combination of the direct legacy costs of the pandemic itself on public services, the backlog of non-virus-related public service activities that have been postponed as a result of the pandemic, and the wider economic disruption brought about by coronavirus.

62. Since the start of the pandemic, the Government has reduced planned RDEL spending in 2022/23 by £14.3bn rising to £16.5bn by 2025/26 relative to the totals that it set out in the 2020 Budget. Given the multi-year settlements already allocated for protected departments, including the NHS, DfE and MoD, this implies increasingly tight budgets for non-protected departments such as MHCLG.

Determining the Council’s Savings Requirement

63. The Council has calculated its budget gap for the two year period to 2023/24 as follows:



64. The 2021/22 net budget has been uplifted to account for inflationary cost increases, pressures arising from increased demand for services and any additional cost pressures which cannot be met within existing budgets, such as those arising as a result of changes in legislation. These adjustments are applied over a two year period to give the spending requirement for 2023/24.
65. The difference between the Council’s spending requirement and available funding from Council tax and business rates, accounting for growth in the tax base and planned increases in Council tax, gives the total savings requirement, or funding shortfall. The demand pressures shown above includes the proposal that the Highways Maintenance budget is increased using the additional £7m precept income contributed by growth in the tax base, in order to address the impacts of this growth on the condition of the county’s road network. Further detail is provided in Appendix 1 of this report.
66. It should be noted that the Council’s net budget is expected to increase by £80.8m between 2021/22 and 2023/24 after accounting for the savings requirement of £80m. The £80m savings will thus be achieved by containing inflationary and demand uplifts to affordable levels rather than necessarily

reducing spending on services, although clearly in some areas that may still be a possibility.

67. The Council's overall savings requirement is allocated to departments in proportion to their base budgets for 2021/22. This approach has been taken by the Council for a number of years as it is considered to be the fairest and most straightforward method for allocating savings, taking account of the relative sizes of departmental budgets and therefore the potential to achieve savings in each area. The approach is discussed in further detail in Section L.
68. Departments have looked closely at potential opportunities to achieve the required savings and unsurprisingly the exercise has been extremely challenging because savings of £560m have already been driven out over the past eleven years, and the fact that the size of the target (a further 10% reduction in departmental cash limited budgets) requires a complete "re-look"; with previously discounted options potentially having to be re-considered. It has been a significant challenge for all departments to develop a set of proposals that, together, can enable their share of the SP2023 Programme target to be delivered.
69. The early opportunity assessment work for the SP2023 Programme featured in the *Serving Hampshire - Balancing the Budget* public consultation exercise that was carried out over the summer of this year. The consultation, on high level options for balancing the County Council's budget, was held to inform and shape the final savings proposals that would be presented to Executive Members, Cabinet and County Council over the autumn. The consultation was scheduled in order to provide sufficient time and capacity to implement the proposals as far as possible before April 2023, following further consultation where necessary.

Section E: Budget Update

70. Members will be aware that 2019/20 represented the final year of the previous CSR period and that 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. However, the Government is expected to set departmental budgets for a three year period in the 2021 Spending Round which is due to take place in mid-autumn, with a planned announcement on 27 October 2021.
71. The 2021 Budget announced in March included between £14bn and £17bn per year in unspecified cuts to departmental budgets to 2024-25 relative to March 2020 totals. This implies increasingly tight budgets for unprotected departments from 2022-23, which includes MHCLG. In order to keep to the departmental totals set out in the March budget, spending in unprotected departments would need to fall by 1% in real terms between 2021-22 and 2022-23.

72. In recent years significant lobbying of the Government has been undertaken by Hampshire and the wider local government sector to ask them to address the financial pressures we are facing and convince them to provide an early indication of the financial position over the medium term. We are pleased to see that the Government plans to reintroduce multi-year budget planning however, the reforms to social care funding do not resolve the growth pressures that we still face and the CSR will need to address this issue to ensure local authorities remain financially viable over the medium term. The County Council will submit a response to the CSR highlighting this as the most significant issue by far.
73. Members will be briefed on the detail of the 2021 Spending Round following the Government's announcement. Members will recall that the key impacts of the 2020 Spending Round from a Hampshire perspective were:
- The baselining of existing grants across social care services.
 - An extra £300m grant funding for adults' and children's social care services, of which Hampshire was allocated £1.2m.
 - Core council tax of 2% and the flexibility to levy a 3% adult social care (ASC) precept with the option to defer some or all of the increase to 2022/23. The Council decided to levy the full 3% permitted in 2021/22, raising an additional £21m on an ongoing basis. The Government has not confirmed whether any further ASC precept will be available to local authorities from 2022/23. *The MTFs is predicated on the assumption that the Council will raise a further £29m of recurrent income from a 2% ASC precept over two years.*
 - Additional funding for schools, totalling £2.2bn, which includes extra funding for Special Educational Needs (SEN) of £791m. Hampshire's overall share of the additional funding is £53m, including an increase of £17.5m in the High Needs Block. This funding will help to address the future growth in this area, but it does not provide a solution to the cumulative deficit position schools face at the end of 2020/21 of £35.4m.
74. Despite the additional resources and local taxation flexibilities provided in the budget, the cost pressures we face, particularly in adults' and children's social care services continue to outstrip funding growth. The additional social care grant of £1.2m plus the 3% adult social care precept has generated additional resources of around £22.2m for the County Council, but this must be measured against growth pressures and inflation across adults' and children's social care services which total nearly £54m for 2021/22 alone.
75. Overall therefore, the high level medium term forecast to 2023/24 requires the County Council to develop a savings programme that will deliver £80m. Meeting this target on top of the £560m that will have been removed from the budget by 2021/22 clearly represents a significant financial challenge, especially given the need for additional spending as we emerge from the Covid pandemic.

76. It has been previously highlighted that if we are to remain financially sustainable beyond 2021/22 there needs to be a significant change in the way in which growth in adults' and children's social care is funded, since it is not possible to sustain that growth in demand and cost indefinitely.
77. On 7 September, the Government announced its plans to introduce a Health and Social Care Levy from April 2022. This will be done by increasing National Insurance contribution rates for employees, employers and the self employed by 1.25%. The rate of dividend tax will also increase by 1.25% from 2022/23. These tax increases will raise £36bn over the next three years and will be ringfenced for health and adult social care. £5.4bn of the £36bn will be used to fund the capping of adult social care costs, with the rest going to the NHS. All of the funds raised will go to the NHS in 2022/23 (as the adult social care cost capping doesn't begin until October 2023).
78. The funding in this package will fund local government for the costs of the cap on adult social care costs, including the cap, increased capital limit, moving towards paying a fair rate of care and the associated implementation costs.
79. Note that these new taxes will not fund other adult social care costs for councils. The Government expects demographic and unit cost pressures in adult social care to continue to be met through council tax, the adult social care precept and efficiencies. This represents several risks to the County Council as not only does it not provide a sustainable funding solution for the growth in social care costs, but we may also receive less funding than required to deal with the costs of the cap.
80. The Government's policy paper indicates that public sector employers will receive some funding to compensate them for the increase in employer National Insurance costs which for the County Council (excluding schools) is around £2.75m

Risks in the Forecast

81. The national focus on the financial sustainability of Local Authorities, which has been heightened recently due to the well documented spending pressures placed on Councils due to the pandemic, serves as a reminder that a balance must be struck between producing a prudent forecast that takes into account known pressures and issues and then building in assumptions which seek to reduce the impact of budget reductions that departments are required to meet.
82. The County Council has always remained on the prudent side of this balance, which is evident when considering our position against the symptoms of financial stress as outlined in Section T. Our reserves and balances stood at more than £754m at the end of 2020/21. Whilst we fully understand that the majority of this is committed or earmarked for specific purposes (as referenced in Section R and Appendix 11), it still acts as a general barometer for the relative financial health of the County Council.

83. The forecasts set out in this Section have followed a similar process to previous years and the risks faced are also mostly common to previous MTFS positions, though the ongoing impacts of Covid on service demand and income losses present additional uncertainties. The two year position to 2023/24 presented in this report largely assumes a cash flat position for all government funding with the exceptions of council tax and the ASC precept, and specific grants where future year allocations have been confirmed.
84. The key risks within the forecast can therefore be summarised as follows:
- Changes to grant allocations or funding re-distribution disadvantage the Council following the Fair Funding Review and extended business rates retention (although there is no confirmation that this is being taken forward at this stage).
 - The assumption of ongoing core council tax increases of 2% plus a further 2% for the adult social care precept.
 - The assumption that there will be continued government funding allocated towards social care pressures at least at 2021/22 levels.
 - That growth in adults' and children's social care demand is even greater than forecast.
 - That latent impacts on demand for services resulting from the lockdown measures introduced during the pandemic are more significant or longer lasting than projected in the MTFS.
 - That services face ongoing reductions to sales, fees and charges income due to permanent changes to consumer behaviours as a result of Covid.
 - That upcoming social care funding reforms result in reductions to income from client contributions which are not fully compensated by additional government funding for the care system.
 - Pay and price inflation exceed the provisions contained in the forecast. The local government employer offer of 1.75% exceeds the forecast assumption of 1%. If agreed at 1.75%, the consequent £2.5m pressure will need to be covered by general inflation contingencies and reviewed as part of future budget setting.
 - That capital schemes cannot be delivered within existing budgets due to significant increases in the costs of raw materials and future climate obligations.
85. At this stage the £80m target remains an appropriate mid-case scenario on which to progress. If following the Government's next CSR this proves to be optimistic then we would seek to temporarily absorb the impact of any additional deficit through the use of reserves and then build the ongoing impact into the next savings programme.
86. However, it is appropriate to note that the medium term position currently leaves little capacity to absorb any shocks through the use of the Budget Bridging Reserve (BBR) which will be fully depleted by 2024/25. More detail is

contained in Section R, but it is crucial that planned savings are delivered in line with the timescales currently forecast and that all possible opportunities are taken to add to the BBR in order that we can avoid being pushed to abandon our successful financial strategy and have to deliver annual savings plans to balance the budget.

87. It must be reiterated that beyond 2023/24 without a significant change in the way in which growth in adults' and children's social care is funded, the County Council is unlikely to be financially sustainable since it is not possible to sustain that growth in demand and cost indefinitely.

Section F: 2021/22 Financial Monitoring

88. The County Council's success in delivering its savings plans to date has been consistently demonstrated by the fact that it has been able to contain expenditure within budget and has achieved underspends in each of the years since 2010/11, despite taking significant sums of money out of the budget. These underspends have been proportionate given the scale of the Council's finances, and have not been to the detriment of services, but they have provided invaluable investment to fund our successful change programmes, ranging from our innovative digital programmes to our investment in Intensive Workers in Children's Services.
89. 2021/22 represents a further milestone in this journey, given that a further £80m has been removed from budgets, taking the total to £560m since reductions in government grants began. This further level of reduction obviously increases the risk within the budget, and strong financial management is critical to ensure that all departments stay within their cash limits, that no new revenue pressures are created and that approved savings programmes are delivered.
90. In recognition of this risk 'financial resilience' reporting presented to CMT not only looks at the regular financial reporting carried out traditionally but also focuses on potential pressures in the system, implementation and delivery of the Transformation Programmes Tt19 and Tt21, and recently the extent of exceptional cost pressures due to Covid-19. The reports set out the projected departmental outturns across the period of the MTFS and the impacts of under or overspends on the Council's reserves position.
91. It is crucial that the Council continues to monitor the ongoing financial impacts of the pandemic, disaggregating these from business as usual factors as far as possible in order to fully understand how the Council's financial sustainability is likely to be affected moving forwards. The latest forecasts predict pressures of £46.8m, of which £36.6m is attributable to Covid-related factors. These pressures are arising primarily in Adults' Health and Care (£16.1m Covid pressures) and Children's Services (£23.2m of which £13.1m is Covid pressures).

92. During the year, the anticipated pressures and late delivery of savings will be met from a combination of departmental cost of change reserves, corporate cashflow support and a further £58.4m from the Covid response package, comprised of government grant (£32.2m) and corporate contingency (£26.2m). The medium term impact of growth in service demand is covered in more detail elsewhere within this report.

Adults' Health and Care

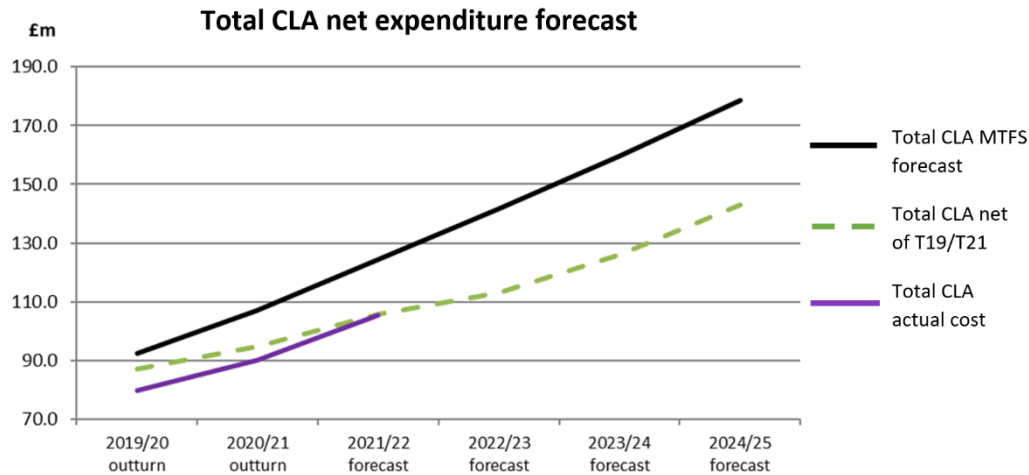
93. Last year the Adults' Health and Care department recorded a £30.6m underspend, largely due to additional financial support from NHS England and Hampshire CCGs to facilitate hospital discharge and also reduced demand for residential/nursing care and day services. An in-year pressure of £16.1m is expected, primarily due to the cost of care packages required to support clients transferring from CCG-funded Covid beds into social care. Additionally, there has been a delay in delivering previously planned savings to reduce the cost of care packages. The reason for the delay is twofold; project resources to deliver the savings were diverted to support the Covid-19 response effort and the Council's ability to affect the volumes and price of care has been impacted by the need to support the NHS in freeing up acute capacity.
94. The Council has seen a significant reduction in the occupancy of long-term beds within in-house care homes due to Covid. It is forecast that this reduction in client numbers has reduced the potential income from client contributions and the NHS through Funded Nursing Care by £2.9m. However, business as usual savings of £6.9m have been achieved within HCC Care due to repurposing a portion of the vacant beds to meet the NHS requirement for Discharge to Assess beds.
95. Furthermore, due to the department's focus on supporting NHS discharge over the past year, a backlog of community assessments has accumulated that now needs to be cleared. Additionally, significant pressure within the NHS and an increase in staff absences due to sickness and self-isolation have impacted social care workloads. As a result, additional staffing resource totalling £2.9m is planned to process outstanding assessments and provide further capacity to manage social care workloads. It is also expected that funding of £7.6m provided to the County Council by Hampshire CCG in 2020/21 will be reciprocated during 2021/22 in order to support the NHS in meeting their responsibility to provide Discharge Services.
96. The Department are currently predicting that they can balance the bottom line across the MTFS period to 2024/25 within previously approved levels of corporate support, including £40.2m to fund Covid-related pressures and delayed savings. However, this position assumes that the department is able to fully achieve £40.6m SP23 savings by the end of 2023/24.
97. The longer-term position for the Department is likely to present greater challenges than indicated by the balanced bottom line. There is significant risk of price increases due to the impact of shifting client preferences and the

corresponding availability of care provision, compounded by a gradual and sustained increase in demand following the pandemic. However, any further pressures that arise in-year are considered manageable due to:

- Continued but reduced additional financial support from the NHS in respect of discharges
- Short term support from the Council's Covid-19 support package
- Demand for residential/nursing care and day services still not having fully recovered to pre-covid levels.

Children's Services

98. The Council continues to see significant growth in numbers of Children Looked After (CLA) and in average placement costs. As of March 2021, there were 1,662 CLA in Hampshire, an increase of over 24% during the six years from March 2015, making CLA the most significant area of financial pressure for the Council. Non-county placements (NCPs) remain a key area of concern, with a projected annual cost increase of £7.1m, or 21%, for 2021/22. The average weekly cost of NCPs is forecast to increase by 41% in two years from £4,175 as of April 2020 to £5,900 as of April 2022, mainly linked to increasing demand and limited supply in the market.
99. During 2020/21 the number of contacts received at the front door increased by 15% as compared to the previous year, however numbers of Children in Care and Children with Child Protection Plans showed correspondingly smaller increases of 3.4% and 5% respectively. As of August 2021, overall placement numbers have shown an upwards trend as compared to the same period in previous years. However, the increases are not currently tracking numbers of contacts at the front door, suggesting a reduced conversion rate which is partly attributable to the success of interventions by Intensive Workers as explained in more detail in section N.
100. The significant increases in net spend on CLA seen in recent years are forecast to continue to 2024/25, with the total net cost of the service expected to increase by nearly 50% in 3 years. As shown by the graph below, the service has been successful in delivering savings in excess of those budgeted since 2019/20. However, the outstanding Tt19 and Tt21 targets present the greatest challenge yet, with a reduction in the current trajectory of new CLA placements required next year in order to fully deliver these savings by 2023/24. This task is likely to prove yet more demanding as a consequence of the detrimental impacts of the prolonged lockdown measures on family settings.



101. As reported to Cabinet previously, projections of growth in the costs of CLA used to baseline corporate funding, were based on a wide range of assumptions and predictions and given the volatile nature of these areas, a requirement to continue to monitor activity and spend closely was recognised. This continued monitoring, undertaken by Finance staff and Children’s Services colleagues, has informed a further review of the recurring funding previously agreed.
102. Across Children’s Services, updated projections indicate that there will be growing financial pressure over and above that previously anticipated, which in 2021/22 is currently forecast to reach £10.2m (excluding Covid-related pressures). This is principally due to the ongoing use of agency staff to meet demand for social workers, investment in Intensive Workers (see Section N) and increases in spending on CLA. In-year, this additional cost can be met from the early identification of savings and Cost of Change reserves, and it is currently anticipated that Children’s Services will be able to deliver a balanced bottom line at the end of the financial year.
103. The Council is also seeing increasing financial pressures in Home to School Transport, currently expected to reach £5.7m per year by 2024/25. The MTFS includes corporate growth funding of £0.9m per year, however the service is still expecting a net budget shortfall of £3m annually by 2024/25. The current demand model includes anticipated SEN Transport pupil growth of between 6 and 7% per year, linked to increasing numbers of Education, Health and Care Plans (EHCPs) which is also driving pressure on the High Needs Block of the Dedicated Schools Grant, discussed in further detail below.
104. Looking ahead to 2022/23 and forecasts for the MTFS, it is currently predicted that the corporate growth funding requirement for Children Looked After will be £13.8m in 2022/23 and £18.4m in 2023/24. A reduction in annual growth to £14.9m is expected from 2024/25 as the tail of additional referrals to Children’s Services due to Covid subsides. It is therefore expected that the anticipated growth can be met within the current funding envelope, however there remains significant uncertainty around the longer term impact of Covid on CLA numbers.

105. The Department is currently assuming that Covid-related financial pressures, which amount to £13.1m in-year, will not persist beyond 2022/23 and will be fully funded within the existing financial response package. Notwithstanding the provision of additional corporate support, the Department expects to face a cumulative unfunded pressure of £3.7m by 2024/25, after fully utilising its Cost of Change reserves in 2022/23. This is principally due to increasing demand for Home to School Transport, as set out above.

Economy Transport and Environment (ETE)

106. The Department has two major demand led services which have historically faced pressures during the year; Waste Disposal and Highways Maintenance. These areas have also faced some of the most significant pressures due to Covid as discussed in the following sections. Additionally, the Department has had to underwrite bus operator payments based upon previous years' concessionary fares payments rather than actual usage to support the viability of bus operators as the country emerges from the pandemic.
107. The Highways Maintenance Service is facing unprecedented levels of demand and public contacts, which is placing significant pressure on the revenue maintenance budget and on staffing capacity. This is exacerbated by sharp price increases and difficulty securing supplies for construction materials due to the pandemic, increasing pressures on both maintenance budgets and the capital programme. Additionally, Highways Services have recorded a £4.3m pressure due to the financial impact of alternative payment mechanisms agreed with the contractor to recognise the additional costs of Covid-secure working practices.
108. The majority of Tt2021 savings for ETE were expected to be achieved in Waste Disposal, through ending the County Council subsidy to District Council recycling services and introducing charges for non-household waste deposited at Household Waste Recycling Centres. However, the waste savings programme is closely dependent on Government changes to the waste system, which have been delayed due to the pandemic, and which critically affect the relative duties of waste collection and disposal authorities. The waste savings are linked to a number of complex work programmes including waste contract efficiencies and the financial relationships between waste collection and disposal authorities, all of which have been impacted by the Covid-19 pandemic. This had resulted in an in-year pressure of £8m due to the late delivery of savings, of which £6.9m is attributable to the pandemic. Overall for 2021/22, the department forecasts a balanced position after applying corporate Covid funding and use of its cost of change reserve.

Culture, Communities and Business Services

109. The department is anticipating in-year pressures amounting to £1.6m, primarily due to a continuation of the significant reductions in income seen over the past year due to Covid. Key services affected include Country Parks, Outdoor

Centres and Registrations, although the income losses have been partially mitigated by an associated reduction in the costs of service provision. These losses are not currently expected to persist beyond 2021/22.

110. Late delivery of Tt2019 savings on Office Accommodation totalling £160k is anticipated due to the dependency on other workstreams across the Council and contractual commitments. Agreed corporate funding will offset the slippage in both 2021/22 and 2022/23 with detailed plans in place to achieve the full Tt2019 target when corporate funding ceases, following the vacation of Hampshire House and letting of Athelsten House, which have been possible due to the change in working practices and reduced need for accommodation driven by the pandemic.

Corporate Services

111. Successful implementation of the Tt2019 and Tt2021 Programmes and the anticipated early delivery of SP23 savings in 2021/22 is crucial to underpinning a strong financial position for Corporate Services over the medium term and in helping to maintain its capacity to support the wider organisation in delivering key service priorities.
112. However, successive budget reductions mean there is less scope to generate savings across the services and high levels of investment and resources are required over a longer time period to generate further savings. In addition, as a proportion of the savings for Corporate Services will be delivered through a reduction in staff, many of the proposals are likely to result in a change to the way in which other departments receive support from Corporate Services teams.

Summary – Cash Limited Services

113. All departments, with the exception of Children's Services, are currently predicting that in the period to 2024/25 they will be able to manage the large scale investment required to deliver planned transformation activity, cash flow savings, and meet service pressures. Overspends are forecast for Children's Services in 2023/24 and 2024/25, reflecting a range of pressures that the Department are working to address. These pressures, which total £3.7m, are over and above those already provided for through corporate investment and cannot be met through use of Cost of Change reserves which are expected to be fully utilised in 2022/23.
114. The financial position will continue to be reviewed throughout the remainder of the year and greater focus at the ongoing monthly meetings between the Director of Corporate Operations and the Directors of the social care departments will be placed on the robustness of future plans and any potential requirement for additional corporate funding. As the year progresses possible options to address any remaining pressure will be considered, and if necessary advanced as part of the ongoing development of the budget for future years.

115. It is worth reiterating that at this point in the year the forecasts themselves tend to concentrate on the more significant negative items without considering in depth other areas of potential underspend that could be used to offset them. Monitoring in the first half of the year therefore tends to the side of prudence and it is anticipated that this position may improve through a combination of continued positive management action in the pressure areas, underspends elsewhere and the use of corporate contingencies as appropriate.
116. As we move further through the financial year we will have a clearer picture of the likely outturn position for 2021/22 and strong financial management will continue to be a key focus to ensure that all departments stay within their cash limits, that revenue pressures are contained and that they deliver the savings programmes that have been approved.

Schools Funding

117. Members will be aware that for the most part spending in schools is met through a government grant called Dedicated Schools Grant (DSG). This is a ringfenced grant and can only be used for specific education purposes. Individual school budgets are allocated on a formulaic basis from the DSG and schools have delegated responsibilities to manage their budgets from within this allocation. In recent years, this has become increasingly challenging for some schools owing to a range of factors including increasing demands and the relatively low levels of funding received from government.
118. In past years, the overall Schools Budget has been managed through utilising DSG reserves where necessary in order to help balance budgets. In recent years however, there has been more and more pressure on the Schools Budget caused, in particular, by an increasing requirement for pupils with SEN, which exceeds the High Needs allocation within DSG.
119. Pressures on the High Needs Block have mainly arisen due to significant increases in the number of pupils with additional needs and as a result of the extension of support to young people with high needs up to the age of 25. This is a pressure that is mirrored nationally and has been seen since the SEND reforms in 2014. There are also increases in the amount of funding required for each pupil on average due to increasing levels of need and these factors have created a pressure on the top-up budgets for mainstream schools, resourced provisions and Post 16 colleges. There is also significant pressure due to more pupils requiring placements in independent and non-maintained schools.
120. In 2020/21 there was a net overspend of £12.7m against the School Budget including a £15.8m overspend on the High Needs Block. This overspend has been added to the £22.7m brought forward deficit on the DSG Reserve. This deficit is forecast to increase in future years as a result of ongoing demand pressures. The deficit is ringfenced with the carried forward balance being met from future years' DSG funding; the view of government and the sector being that this should not place a pressure on resources required by other essential services funded from the Council's General Fund. Whilst this sum sits as a

'negative reserve' on the County Council's balance sheet it in effect represents an overdraft which will need to be addressed over the longer term.

121. Nationally, there are many councils in this position, all of whom were required to submit a DSG management plan to government in respect of the cumulative deficits in DSG, which are mainly the result of pressures in the High Needs Block. Whilst the County Council is complying with this requirement and discussing the situation with the Department for Education, it has made it clear that the only realistic chance of being able to address the deficit and underlying annual pressures in the long run is a combination of policy change and significant additional government funding.
122. The County Council continues to lobby the Minister for Education and local MPs for significantly greater funding for this area as part of the upcoming Spending Review. Additional High Needs funding has been received in recent years which has been welcomed. However, as highlighted in Section E, this has not been sufficient to address the future growth in the area and does not provide a solution to the cumulative deficit position.

Coroners Services

123. The financial position for the Coroners Services was broadly balanced for last financial year and the current forecast for 2021/22 is predicting a small underspend. However, activity levels are difficult to predict, more so since the pandemic as inquests are running approximately 12 months or more after the death occurred so the impact on staffing is only now beginning to emerge. The position will continue to be monitored and the forecast may change later in the year.

Afghan Evacuee Support

124. On the 13 and 17 September, the Home Office issued new guidance on funding arrangements for both support within Bridging Hotels and the support of longer-term resettlement for families evacuating from Afghanistan. These updates contain several welcome changes, however some changes have created uncertainty among Local Authorities, as outlined below. Among the key changes are that all families who supported UK troops and are arriving under the Afghan Relocations and Assistance Policy (ARAP) programme, as well as those arriving under the wider Afghan Citizen Resettlement Scheme (ACRS) will now have Indefinite Leave to Remain from arrival. Legislation is also being amended to ensure families can apply for Universal Credit at an earlier point in their journey.

Bridging Hotels

125. On the 17 September, the Home Office wrote to all Local Authorities with an offer of funding up to £28 per service user per day to deliver healthcare, welcome and ongoing support, policing and security, safeguarding as well as financial and employment support. Whilst the financial offer is welcomed, it

should be made clear that there is a challenge to support all areas covered within the proposed level of funding, and a particular challenge to support education on site, and to deliver the programme support that has been required, particularly during the setup of a new hotel. The sufficiency of the funding is currently being assessed.

Longer Term Resettlement

126. On the 13 September, the Home Office alongside the MHCLG wrote to all Local Authorities, both to update them on funding changes for the existing ARAP programme, and to launch the aligned ACRS. The funding package, now consistent across both schemes, has changed, and now covers:

- £20,520 to cover the local authority welcome, integration offer and provision of services over a three year period
- Up to £4,500 per child to cover education provision, subject to their age (year one only)
- £850 to cover English language provision, for adults requiring this support (year one only)
- £2,600 to cover health provision (year one only)
- The Home Office also agreed a further £20m fund of flexible funding in the current financial year (2021/22) to support local authorities with higher cost bases with any additional costs in the provision of services.

ACRS / ARAP	Year 1	Year 2	Year 3	Total
LA Tariff (per person)	£10,500	£6,000	£4,020	£20,520
Education (per child)	up to £4,500			up to £4500
English Language (per adult)	£850			£850
Health (per person)	£2,600			£2,600

127. It is expected that individuals will cover rental costs, and cost of living arrangements themselves using Universal Credit, Housing Benefit or other income, however this has resulted in a degree of uncertainty for those already in settled accommodation in Hampshire, and for those who are coming through in the next few weeks. The Home Office have stated that these costs can be claimed by Local Authorities “where necessary”. Further clarification on this point has been sought from the Home Office, and the County Council has stated that, if it is necessary to continue to fund these elements to ensure families are adequately supported, and to avoid issues such as rent arrears or cash issues while Universal Credit is being applied for, these costs will be reclaimed from the Home Office.

128. At this time, it is also not clear how additional education and health funding, which is designed to support access to mainstream health and mental health

services, will be accessed. There has also been significant delay in receiving details from the Home Office of families matched to properties. This means that, while 22 properties have been offered to date, a number of these properties have been accruing void costs while we await a family match. Void costs can be covered by the proposed funding, up to 56 days, but only once a family has been matched.

129. Therefore, while this increase in uncertainty does increase the risk, it is still the intention of this programme that there would be no financial burden as a result of the delivery of this programme and the Government has been quick to respond to issues raised by local authorities to date. As individuals resettled into Hampshire will have leave to remain, it is worth noting that all statutory duties of a County Council will apply as they would for any Hampshire citizen resident.

Non-Departmental Spending

130. As part of the budget monitoring process, a review is normally carried out of the non-departmental areas within the revenue budget, in particular the provisions for contingencies and the estimates for treasury management activity.
131. Given the ongoing volatility within the budget and the fact that the Covid-19 financial recovery package already places further pressure on corporate contingencies, it is not proposed to review these areas until the budget update report is presented to Cabinet in December.

Treasury Management Mid-Year Report

132. The Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management recommends that treasury management activity should be reported on at least twice a year against the strategy that has been approved.
133. Attached at Appendix 2 is the mid-year monitoring report for 2021/22 that sets out the borrowing and investment activity that has been undertaken to date and how this compares to the prudential indicators that were set for the year. In line with best practice, this report has been scrutinised by Audit Committee in September 2021 with no matters arising. Cabinet is asked to approve the report.

Section G: Transformation to 2019 and 2021 Programmes

134. Members will be aware that both the Transformation to 2019 (Tt2019) and Transformation to 2021 (Tt2021) Programmes had a longer delivery tail for some elements of the Programme. This has been extended further by the

impact of Covid-19 which switched resources from delivery of the Programmes to response and recovery over the last 18 months.

135. Directors are currently in the process of re-baselining the Programme once again so that formal reporting can begin against a new baseline for the second half of the financial year. This will also include the transfer to CCBS of the T21 target for Health and Safety and Emergency Planning as these services are now the responsibility of the Director of CCBS. Corporate Management Team have signed off a new reporting methodology that will concentrate on the outstanding elements of the Programme only, which breaks down as follows:

	Tt2019		Tt2021	
	Number of Proposals	Value £'000	Number of Proposals	Value £'000
Adults' Health and Care	2	2,839	5	25,985
Children's Services	1	4,654	4	3,133
ETE			3	8,349
CCBS	1	160	2	100
	4	7,653	14	37,567

136. Of the remaining Tt2019 proposals, Transforming Social Care within Children's Services is by far the biggest single item, accounting for over 60% of the outstanding Programme. Whilst there are understandably more outstanding items relating to Tt2021, £17.8m of the total relates to proposals within Older Persons and Younger Adults within Adults' Health and Care and £8m relates to the decision to delay changes to waste disposal arrangements due to the pandemic.
137. The one-off cash flow support to manage the original extended delivery timetable for the two Programmes is already contained within the budget and the additional funding to cover the longer timeframes due to Covid-19 are contained within the funding set aside for the medium term impact of Covid-19 as outlined in the next section.

Section H: Medium Term Covid-19 Impact

138. The delivery of Tt2019 and Tt2021 savings is expected to be delayed by £21.8m in 2021/22 due to the impacts of Covid and by a further £3.1m in 2022/23 as set out in the table below. Planned savings in Waste Disposal face the most significant Covid-related delays, amounting to £6.9m, due to the postponement of government changes to the waste system.

	2021/22		2022/23	
	Tt2019 £'000	Tt2021 £'000	Tt2019 £'000	Tt2021 £'000
Adults	2,722	6,769	-	1,839
Children	2,161	3,133	629	614
ETE	-	6,901	-	-
CCBS	50	50		
Total	4,933	16,853	629	2,453

139. In Adult's Health & Care Services, the impacts of the pandemic have reduced the capacity of operational teams to deliver transformation programmes and the requirement to support the NHS in freeing up acute capacity has impacted the Council's ability to influence the volumes of care and prices paid. In Children's Services, Home to School Transport savings have been delayed due to operator availability, school closures and service capacity.

140. Additional spending pressures and delays to planned savings due to Covid-19 amounting to £103m are expected across the MTFS period; a reduction of £1.1m on the 2020/21 outturn position, mainly as a result of some early data that has been collected for the current financial year, albeit this will need to be further refined once the full impact of easing of restrictions from 19 July are known. £32m unringfenced Covid tranche funding is available to contribute towards meeting these pressures, leaving a deficit of £71.2m to be funded by the County Council as outlined below.

	2021/22 £000	2022/23 £000	2023/24 £000	Total £000
Slipped T19 and T21 Savings	21,786	3,082		24,868
Departmental Pressures	36,610	26,924	15,000*	78,534
Total forecast pressures	58,396	30,006	15,000	103,402
2020/21 Spare Grant	(8,203)			(8,203)
Covid Grant - Tranche 5	(23,979)			(23,979)
Total available grant	(32,182)			(32,182)
Updated Funding gap	26,214	30,006	15,000	71,220

* A pure guess at this stage but the assumption is that the spike in social care demand will eventually tail off and return to pre-Covid levels.

141. In July 2020 the Council agreed an initial £30m funding package to meet exceptional spending pressures resulting from the Covid pandemic which exceeded the financial support provided by central government. As the pandemic progressed, it became clear that the £30m allocation would not be sufficient to cover all necessary pandemic-related spending over the medium term.

142. A piece of work was therefore undertaken to review all potential sources of funding that could be applied to meet the total costs, losses and pressures, without any impact on approved plans and commitments. These miscellaneous items included historic unearmarked non-specific grants, provisions for the cash flow of Tt2019 and Tt2021 savings delivery, and an assessment of opportunities to release corporate funding through a review of contingency provisions in respect of inflation and risks in the budget.
143. The review identified a further £20m of ongoing resources to meet Covid pressures, recognising that drawing this funding would significantly reduce the County Council's ability to fund future pressures or investments and / or develop initiatives which, to date, has continued to be possible. It is therefore crucial that services continue to closely manage pandemic-related expenditure as we transition out of lockdown.

Section I: '*Serving Hampshire – Balancing the Budget*' Consultation – Feedback

144. The County Council undertook an open public consultation called *Serving Hampshire – Balancing the Budget* which ran for six weeks from 7 June to the 18 July 2021. The consultation was promoted to residents and stakeholders through a range of online and offline channels including: the County Council's website, social media channels, Hampshire Perspectives residents' forum and Your Hampshire e-newsletter; in County Council libraries and buildings and on electronic noticeboards in GP surgeries and healthcare settings; via media releases to the local TV, radio and written press; via targeted social media advertising; and through direct mail contact to a wide range of groups and organisations across Hampshire (such as district and parish councils, schools, voluntary and community sector groups and organisations, service providers), which promoted onward dissemination, as well as response. Information Packs and Response Forms were available in hard copy in standard and Easy Read, with other formats available on request. Comments could also be submitted via email, letter or as comments on social media.
145. The public consultation, which was similar in nature to those completed in 2017 and 2019, sought residents' and stakeholders' views on options for managing the anticipated budget shortfall. The options necessarily extended beyond cost reduction and income raising possibilities to areas such as council tax increases, possible legislative changes and the organisation (structure) of local government in Hampshire.
146. These additional options could help to inform the approach the County Council takes to delivering savings beyond 2023/24. With the public finances facing a further period of sustained pressure due to the pandemic necessitating the highest ever peacetime borrowing levels, it is almost certain that further savings will be needed in the future as the country enters a further period of fiscal restraint.
147. The headline findings of the consultation were provided to Executive Members and Directors during August, to inform departmental savings proposals which

are shown at Appendix 4. Equality Impact Assessments (EIAs), in the attached appendices, set out where Stage 2 consultations are required on specific proposals.

148. 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 2024. 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%.
149. 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.
150. Information on each of the above approaches was provided in an Information Pack. This set out the limitations of each option, if taken in isolation, to achieving required savings. For example, supporting information explained that the £80m estimated budget shortfall took into account an assumed increase in 'core' council tax of 1.99% plus a further 2% for the ASC precept 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 reserves would only provide a temporary fix, providing enough money to run services for around 14 days.
151. Therefore, whilst each option offers a valid way of contributing in-part to balancing the budget, plugging the estimated £80m gap in full will inevitably require a combination of approaches.
152. 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.

Headline Findings

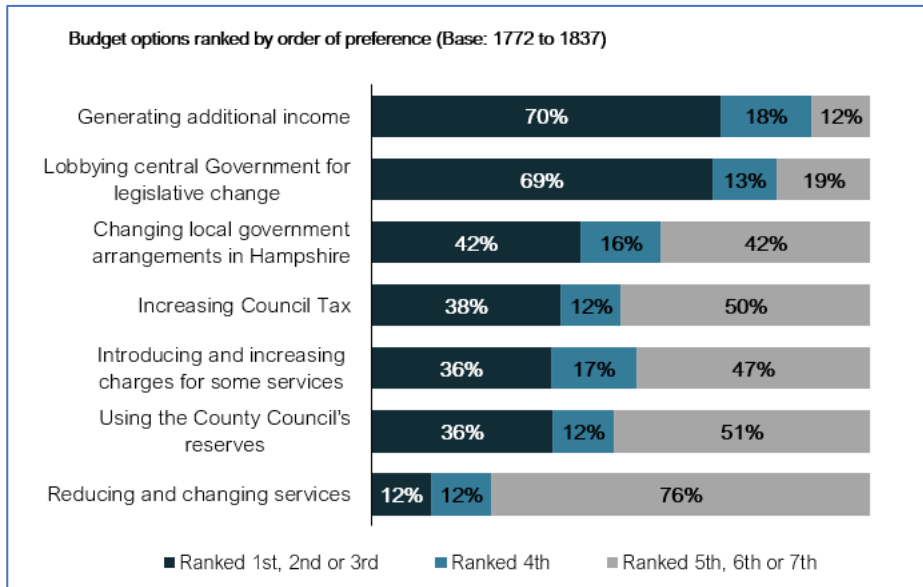
153. Headline findings from the consultation are set out below and the full findings [report](#) is also available:
- Agreement that the County Council should carry on with its **financial strategy** now stands at 45%, compared with 52% in 2019, and 65% in

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 central 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 modernization
 - 62% agreed with means testing/ charging for Home to School Transport (HtST)
 - 60% agreed with charging £10 for issuing an Older Person's Bus Pass
 - 51% agreed with making change to the charging approach for non-residential social services
 - However, there were exceptions, namely that:
 - Most respondents (52%) did not feel that it would be appropriate to lobby for charges relating to Household Waste Recycling Centres (HWRCs)
 - 47% disagreed (compared to 38% who agreed) that councils should be permitted to charge a 25% per journey fare for concessionary travel
 - A clear majority of respondents (63%) agreed that the County Council should explore further the possibility of changing local government arrangements for Hampshire.
 - No majority view was achieved for any of the other proposals, but the weight of opinion veered slightly towards agreement with:
 - The position that reserves should not be used (48% agreement vs 42% disagreement);
 - That existing service charges could be raised (45% agreement vs 33% disagreement);
- And towards disagreement with:
- Introducing new service charges (47% disagreement vs 41% agreement)
 - Reducing or changing services (49% disagreement vs 36% agreement)

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

154. An important element of the consultation was seeking residents and stakeholders' views on the strategy for closing the County Council's budget deficit to 2023/24. The consultation outlined seven options for making anticipated savings and asked respondents to rank these in order of preference. The options were ranked as follows:



155. It is important that the Cabinet and County Council take the results of the consultation into account in determining the overall approach to balancing the budget by 2023/24. Consideration also needs to be given to the wider implications of pursuing any of the savings options.
156. The following paragraphs discuss the County Council's approach to the options consulted upon and set out how departments have taken headline findings into account when putting proposals forward for savings. It is also essential to remember that the County Council is legally bound to deliver a balanced budget and while fuller consideration must be given to the findings, that financial imperative remains.
157. **Generating additional income** – The departmental savings proposals set out in Appendix 3 include options for generating additional income. For professional and back-office services (such as Strategic Procurement, Finance & Pensions and Legal Services) new business has already been secured or is actively being pursued to increase income to meet the savings targets that have been set.
158. In Adults Services, the implementation of the Discharge to Assess model within HCC Care, the Council's in-house care and support service, will enable the Council to raise additional income through the provision of beds on behalf of the County's Clinical Commissioning Groups. This will allow the Council to achieve best value from its assets whilst also delivering positive outcomes for service users through improving the hospital discharge process.
159. Opportunities for generating additional income already form part of the savings proposals being put forward by departments to meet the £80m gap and are not therefore an alternative to the savings proposals but rather an integral part of them.

160. **Lobbying central government for legislative change** – The County Council is already actively pursuing this option and some of the key items are outlined in this report around social care services and SEN.
161. In addition to these proposed areas for new charges, the County Council is also lobbying for changes to central government funding and the regulatory framework around the way certain services must be provided. This includes:
- Additional funding to deliver social care services for adults and children
 - Increasing central government grant funding for libraries
 - Reviewing home to school transport legislation
 - Changes to the charging approach for non-residential social services
 - An update to the 1964 Public Libraries and Museums Act, to enable service modernisation.
162. As outlined above, these only offer a viable alternative option to the current plans for meeting the budget deficit if and when the changes in regulation take place, at which point the financial strategy can be reviewed.
163. **Changing local government arrangements in Hampshire** – In 2016, following devolution discussions across the county, the County Council commissioned an independent piece of work to look at the potential options for unitary local government across the whole of Hampshire and the Isle of Wight. This would in effect remove the district and county tiers of local government and replace them with a single unitary authority, or multiple unitary authorities, (like Southampton and Portsmouth) responsible for all local government services across Hampshire.
164. Following the review, the County Council asked residents for their views on options for possible local government reorganisation in Hampshire. Responses to the consultation indicated that views were divided on the principle of replacing the current council structure in Hampshire with a model of unitary government. In view of this feedback the County Council decided not to actively pursue local government reorganisation at the time, making a clear policy statement in favour of the status quo of two tier county government.
165. As part of the *Balancing the Budget* consultation, the County Council stated that its preferred position was to continue to avoid re-organisation, if possible. However, recognising that the County Council could be subject to external factors, and that restructuring local government remains a means of saving money in the longer term, residents were asked their views on this option as part of the consultation. More than half of those who responded (63%) agreed that the County Council should explore this option further – although it was ranked the third most preferred option overall.
166. In view of this feedback the County Council could still pursue this option. However, it currently remains the policy of Hampshire County Council to support the existing two tier arrangements, if possible. In addition, the scale of

the changes required to implement such a reorganisation means that it would be very unlikely that any significant savings would be generated by 2023/24.

167. Following publication of the government's 'Levelling Up' white paper, which is expected to take place in Autumn to coincide with the spending review, the government intends to begin discussions with local authorities regarding County Deals; bespoke arrangements for increased devolution to County areas. These Deals will grant counties the same powers which are currently held by metro mayors in areas such as transport, skills and economic support, in order to fulfil the distinct needs of individual places by bringing decisions closer to local people. County Deal bids can be led by upper tier or unitary authorities and therefore could be considered an option to provide greater flexibility, local accountability and additional funding for Hampshire, within the existing two tier local government structure.
168. The County Council is keen to pursue this as an opportunity and has expressed an interest to government and held initial discussions with officials. Work has been continuing with our District Councils and the neighbouring authorities of Southampton, Portsmouth and the Isle of Wight on what 'asks' we may have for a 'Pan-Hampshire' county deal and a draft prospectus is included in the first item on this Cabinet agenda, given the strong linkages to economic recovery following the pandemic.
169. **Introducing and increasing charges for some services** – The range of services that County Councils are able to charge for are, in the main, governed by legislation. However, in most cases there is local discretion as to how those charges are applied and the level of charges set.
170. Whilst the County Council could look to introduce and increase charges for some services it has to take into account the potential impact on service users and the fact that the majority of users already pay for many council services through their council tax. The savings proposals already include some recommendations for increasing charges, but in order to extend charging to some of the new areas identified by departments, legislative change would be needed.
171. The County Council continues to lobby the Government to allow greater freedoms and flexibilities to levy charges in the areas of:
 - Home to School Transport – The legislation and criteria for local authorities, which dates back to the 1940's, does not take account of modern living and is not means tested in any way.
 - Household Waste Recycling Centres (HWRCs) – The Government legislated to stop councils from charging for the general use of HWRCs, albeit that some charges can be levied for certain waste such as building materials.
 - Concessionary Travel – The ability to charge a nominal sum to service users would enable the County Council to increase access to public transport, at the same time as making financial savings.

172. The additional income that could be generated from being able to charge in these areas is potentially significant, but this is not currently possible without changes in legislation. While the County Council will continue to pursue these options, at this stage, other than those proposals already contained in Appendix 3, this option does not provide an alternative solution for closing the budget gap.
173. **Increasing council tax** – The majority of respondents (64%) put raising council tax by 3.99% as their second most preferred option overall which is consistent with the County Council’s planned strategy to continue with council tax increases in line with government policy. However, the government has yet to confirm the Council tax referendum limits or availability of an additional ASC precept beyond 2021/22.
174. In 2016/17 the Government implemented a clear shift in council tax policy, with budgeted increases to local authorities’ Core Spending Power predicated on the presumption that councils would put up their council tax by the maximum allowed each year. The introduction of an ASC precept allowed the County Council to raise an additional 6% council tax over the three years to 2019/20 to fund the increasing costs of adults’ social care. The continuation of the ASC precept has been announced on an annual basis since 2020/21 and the Council has opted to increase the precept by the maximum permissible in line with government policy, in addition to general council tax increases of 1.99%.
175. For 2021/22, government provided local authorities with the option to levy an ASC precept of 3% and to defer some or all of the increase until 2022/23. In order to support its response to the pandemic, the Council chose to raise the full 3% in 2021/22. The budget position for 2022/23 onwards is predicated on the assumption that government will continue to allow councils to raise an ASC precept of 2% each year, however it should be noted that at this stage the government has not confirmed that any further increases in the precept will be permitted beyond 2021/22.
176. The consultation found that there was little support for increasing council tax beyond the 3.99% planned to help balance the budget and any council tax rise above the limit set by central government would require a public referendum, costing up to £1.5m. Given this position, and taking into account the result of the consultation, it is considered that a referendum seeking a council tax increase above the maximum currently allowed is unlikely to be successful. For every 1% increase in council tax, the County Council would receive approximately £7.1m per annum and to close the predicted budget gap of £80m through council tax alone would require an increase of over 11% in total.
177. In any event, the County Council must also take into account the wider financial and non-financial issues and the impact on council tax payers of any increase. Other factors which would argue against a referendum are:
- The economy has been severely weakened by the pandemic and a large increase in council tax will impact disposable incomes, particularly for the

lowest paid, reducing household spending and therefore damaging the economic recovery.

- Council tax increases disproportionately affect those with the lowest incomes who have been most severely impacted by the pandemic. The Council is committed to focussing support on those most in need and to preventing any further escalation in inequalities as a result of the pandemic.
- Billing authorities continue to change their Council Tax Reduction Schemes (which replaced council tax benefit) in a way that impacts on the lower paid / those on welfare benefits due to funding cuts and resulting affordability issues.

178. Decisions on council tax increases are made by full County Council in February each year but at this stage, given the points set out above, it is recommended that the County Council works on the assumption that the planned approach for council tax increases (broadly supported by the consultation results) will continue in 2022/23 and 2023/24 with the County Council increasing council tax by the maximum permissible without a referendum in line with government policy.

179. This position will be reviewed in light of any further national or regulatory changes, before the formal council tax setting process in the new year. However, the current position and associated timescales, mean that predicating delivering a balanced budget for 2022/23 on further council tax increases above those currently planned is not considered to be a viable option.

180. **Using the County Council's reserves** – Almost half of respondents (48%) agreed that the County Council should not use reserves to plug the budget gap. Respondents ranked this as their second least favoured option. This feedback reflects the County Council's current financial strategy which is to not use reserves as a means of closing the budget gap.

181. Such an approach would not be sustainable as recurring savings are required to bridge the budget gap over the long term. Instead, the County Council is using its reserves prudently to support the Covid response, invest in key service priorities and provide sufficient time to implement savings in a planned and sensible way, as outlined in Section R of this report and the Reserves Strategy set out in Appendix 11.

182. **Reducing and changing services** – Fewer than one in eight respondents (12%) agreed with the principle of reducing or changing services to help balance the budget. Overall, this was respondents' least preferred option, which reflects the fact that most residents value the services they receive from the County Council and do not wish to see them reduced or changed.

183. As the other options for saving money at this level, outlined above, do not provide viable options that would enable the County Council to plan with certainty to meet the projected deficit, the SP23 Savings Programme must inevitably include proposals which will lead to reductions and changes to

services. This is because local services represent the totality of spend within the County Council.

184. Reductions in services are a last resort and, wherever possible, the County Council seeks to limit the impact of any reductions on service users, although in some areas this can be difficult to achieve. Changes to services, even where they save money, can often be beneficial to service users through, for example, improvements in technology, new ways of accessing services and more efficient processes or systems which mean that more can be done but for less money.

Summary

185. As discussed above it is therefore recommended that the County Council's strategy for dealing with the £80m deficit should be to:
- **Continue with its financial strategy**, which includes:
 - **targeting resources** on the most vulnerable adults and children; and
 - **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 the maximum permissible (currently 3.99%).
 - Consider further the opportunities for **changing local government arrangements** in Hampshire
 - Consider further the opportunities around **devolution of financial powers** in response to the Government's County Deal and levelling up agenda.
186. The savings proposals put forward by departments are therefore submitted for consideration by Cabinet who are asked to make final recommendations to full County Council on these and the overall MTFs outlined in this report. These have been influenced by the consultation and notable changes that have been made as a result are included in paragraphs 188 to 217 below.
187. The Authority is also required to undertake any Stage 2 consultations where necessary prior to final decisions being made by Executive Members on these proposals.

Savings Programme 2023 – ETE Proposals

188. 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.

189. 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.
190. 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.
191. 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 above of which £0.9m relies on a reduction in future waste growth.
192. 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 £1.7m from closure of up to half of the Household Waste Recycling Centre (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 £2.8m (of which £0.9m relates to reduced future growth).
193. 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.

194. 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 £1.1m.
195. 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.
196. 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 £1.1m can now be met from the amended proposals for Waste Disposal (paragraph 192) to ensure the overall Departmental savings requirement of £10.266m can still be met.

Transformation to 2021 – Stage 2 Consultation on Public Health Proposals

197. In addition to the Balancing the Budget Consultation process for SP2023, the County Council has continued to undertake stage 2 consultations for Transformation to 2021 proposals. Final decisions on savings proposals are then considered by the relevant Executive Member before final implementation.
198. Over the Summer stage 2 consultations have been taking place with respect to Public Health savings and as a result of the feedback provided, it has been necessary to re-consider the position on Public Health as set out in the following paragraphs.
199. Since Public Health became part of local government's responsibilities in 2013, spend on public health has been met in full by a ring fenced grant provided by the government. Given this position, no savings targets had been set for Public Health up until the Transformation to 2021 Programme (Tt2021).
200. As part of the early planning of the Tt2021 Programme, it was anticipated that the ring fence for the Public Health grant would be removed and that Public Health spending would be treated in line with all other council spending and receive a proportion of the savings target for that programme.
201. It was highlighted at this time that there was a risk that the Public Health ring fence would remain and that it would therefore be difficult to achieve savings in

this area whilst maintaining the overall value of public health spend against the grant.

202. At the present time, the ring fence for the Public Health grant remains intact and there is no indication that this will be removed in the near future. In order to try to achieve the Tt2021 savings for Public Health of £6.8 million, it was agreed that the County Council would prioritise those services across the entire council that deliver Public Health outcomes. As a result it has been identified that the ring fenced grant would be used to fund parts of existing services, in particular in Children's Services and Adults' Health and Care, that still provided Public Health outcomes in line with the legislation and thereby reductions in current Public Health spending would be implemented. This process is known as re-badging.
203. Following a stage two consultation exercise on the proposed changes to Public Health spending for Tt2021, there has been feedback from Public Health England and healthcare professionals around some of the savings proposals and discussions have also taken place with Public Health England about the nature of the changes and the rationale that sits behind them.
204. It is the County Council's view in line with the legislation that the Director of Public Health and the Chief Financial Officer have responsibility for verifying that the ring fenced grant is used for appropriate public health outcomes in line with the legislation. The County Council is currently reviewing the results of the stage 2 consultation and this will be reported together with recommendations to the Health and Adults Social Care Select Committee and on to the Executive Member for final decision. We will continue to discuss the position with Public Health England in light of the overall consultation feedback.
205. Whilst this deals with the savings within Public Health services themselves, we have also received further clarification from Public Health England on what spend can legitimately be charged against the ring-fenced grant. In particular, they have stated that Public Health must be **primary purpose** of the expenditure, and that consequential health outcomes from other service spend are not admissible. Spend on Country Parks therefore could not be charged against the grant since the health benefits are consequential to the main purpose of the service provision.
206. Given this clarified guidance, officers have reviewed the potential options for re-badging of spend in other Departments and have concluded that re-badging proposals of only £3.128m are admissible against the total savings of £6.8m, meaning that there is effectively a shortfall of £3.672m against the Tt2021 savings proposals. This shortfall will apply irrespective of the eventual decisions made by the Executive Member following the consultation.
207. This re-badging represents the maximum that can be achieved against Public Health spend at the present time and therefore raises significant concerns about the proposed savings in Public Health spend for the SP23 programme as any further savings against the ring fenced grant can only be achieved if further

savings can be made against the mandated Public Health outcomes and that these can then be re-badged against other County Council services.

208. Given the current position of the Tt2021 Programme, the clarified guidance from PHE and the work already completed to look at legitimate re-badging opportunities, it is clear that it will not be possible to achieve any further savings from the Public Health budget for the SP2023 Programme.
209. This therefore means that in addition to the £3.672m shortfall highlighted above, there is a further £4.4 million gap in the achievement of savings within the Adults' Health and Care Department, making a total of £8.072m across the two programmes.
210. It is not considered feasible at this stage to propose that further savings within the rest of Adults Health and Care should be identified to make up this difference as their proposals already rely on a large proportion of new government grant funding in order to meet their target. Similarly, to try to redistribute this saving across all Departments at this stage would not be practical or fair and would be against the disciplined approach that has served the County Council so well over the past 11 years.
211. Members will be aware that the impact of Covid-19 on the care sector has been significant, not just in terms of dealing with the pandemic itself and all of the measures to control infections across both public and private sector homes, but also in respect the excess deaths in the older persons population and the impact of choices that individuals have made about going into particular care settings.
212. In financial planning terms, we have predicted that there will be a one off medium term impact of Covid-19 as a result of NHS funded clients coming across to the County Council and as a result of pent up demand within the system that is expected to start to flow through now that restrictions have been lifted. These impacts however are only expected to last over the medium term and one off funding has already been set aside for this up to the 2023/24 financial year, by which time, growth is expected to have returned to normal levels.
213. The other factor to consider is the impact on business as usual growth, which is currently forecast to be £13.5m per annum. During 2020/21 the growth money provided to Adults' Health and Care was not needed and was returned to the Corporate Centre as part of the year end position, but the recurring budget was retained within the Department. Since that time client numbers have continued to be affected by Covid-19 and detailed analysis of packages has been undertaken for the last 18 months to consider whether or not there has been a permanent 're-set' in the growth curve that would mean part of the growth funding could be given up on a recurring basis.
214. Whilst it is incredibly difficult to isolate the underlying trend in Older Persons social care growth across the two years, based on the analysis completed to

date, it is predicted that there is sufficient underutilisation of recurring growth across 2020/21 and 2021/22 to contain the £8.072m of required savings.

215. It is therefore proposed that the unmet Public Health savings totalling £8.072m are met from this recurring reduction in growth, which is in keeping with the discipline that every Department should meet its savings target in full as part of every savings programme.
216. It must be stressed however that this represents a reduction in demand pressures rather than savings in the cost of the Adult Social Care service itself. It is also important to note that this is a potentially high risk option given that it is difficult to predict with any certainty the future growth between now and April 2023 and be able to accurately separate trends from the temporary impact caused by Covid-19 factors.
217. Detailed monitoring of this position will continue to be undertaken by the Chief Financial Officer as part of the monthly financial resilience meetings that are held with the Director of Adults' Health and Care and should there be any significant change in the forecasts these will need to be re-considered by Cabinet and County Council with respect to the SP23 Programme.

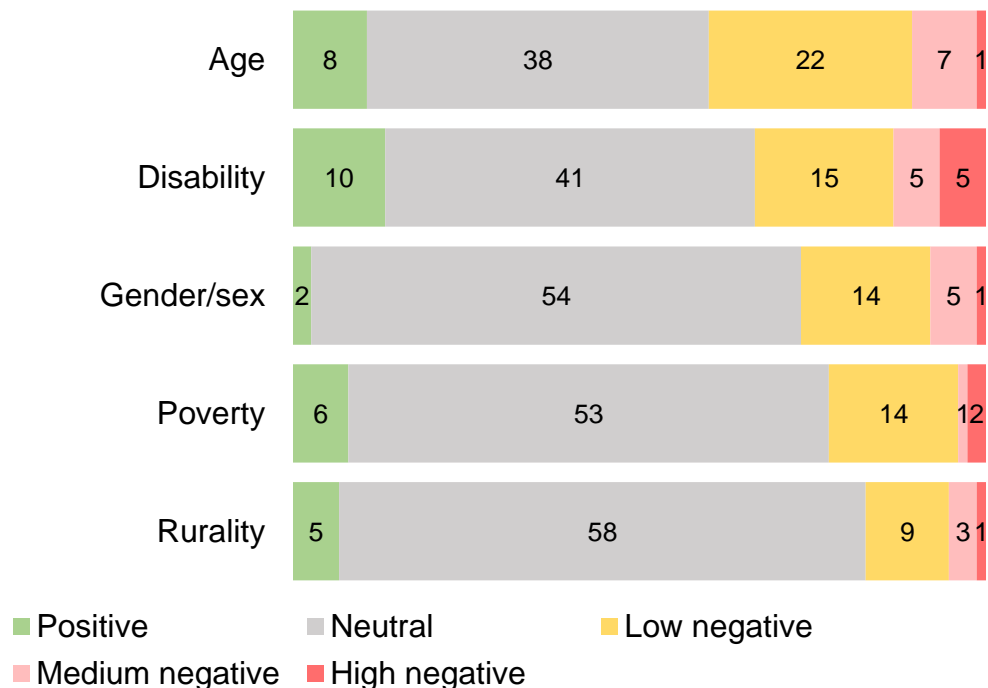
Section J: Impact Assessments

218. In addition to the consultation process outlined above, a separate key part of the SP2023 Programme is ensuring that the County Council understands and gives due regard to the impact of the SP2023 savings proposals on people with protected characteristics.
219. The County Council has produced Equality Impact Assessments (EIAs) on all proposals for change that it is considering implementing, which are taken into account as part of the decision making process. This year, to aid transparency, the EIAs for all of the savings proposals were again published as part of the Executive Member reports and are also repeated in this report for completeness. Due to the number of pages involved these have been added in separate appendices as follows:
 - Appendix 4 – Adults' Health and Care
 - Appendix 5 – Children's Services
 - Appendix 6 – Economy, Transport and Environment (ETE)
 - Appendix 7 – Culture, Communities and Business Services
 - Appendix 8 – Corporate Services
220. By the very nature of the services that the County Council provides, there are inevitably things that impact those people with protected characteristics. Whilst this does not mean that a proposal cannot be implemented, it does mean that the County Council needs to have an understanding, both individually and

collectively, of the impact on those groups of people and looks at ways of mitigating that impact.

- 221. For proposals where a Stage 2 consultation is required the EIAs are preliminary and will be updated and developed following this further consultation, when the impact of the proposals can be better understood. Due regard will be given to the equality impacts identified as part of the Executive decision making process to decide whether or not to implement the detailed proposals.
- 222. An analysis of the current impacts contained within the individual EIAs is shown in the following chart:

Level and type of impact per protected characteristic



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

Climate Change Impact Assessment

- 224. 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.

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

Cumulative Equality Impact Assessment

226. Whilst the Public Sector Equality Duty (Equality Act 2010) requires public authorities to have due regard to equality considerations, councils are not mandated to conduct EIAs. Nevertheless, EIAs have become a common tool to facilitate and evidence compliance with the Equality Duty.
227. In keeping with good practice, the County Council has completed EIAs for all proposed service changes linked to its SP23 Programme as highlighted above. This information has been used to complete a cumulative assessment. This considers the potential impacts of savings proposals holistically and, in so doing, seek to identify groups likely to experience multiple disadvantage as a result of policy / service changes.
228. The cumulative EIA is set out in Appendix 9 and is based on the 75 EIAs completed by the 8 September 2021. As savings proposals mature due to further consultation or detailed planning, EIAs will be updated and the cumulative EIA may be reviewed further.
229. As Appendix 9 details, the headline results from the cumulative EIA are as follows:
- 58% of EIAs could have at least one possible negative impact.
 - 30% indicated that proposals could have a neutral impact on people from key characteristic groups
 - 12% suggested changes could have a solely positive impact
 - Age, disability and poverty were the characteristics most likely to be impacted negatively.
 - Age and disability, age and gender/sex, and disability and poverty were the most common groupings where savings proposals had medium or high negative impacts on more than one characteristic.
 - Proposals tended to impact children, young people and older people more than the core adult demographic; females more than males; and deprived individuals more than communities. A range of disability cohorts were likely to be impacted.

230. The cumulative assessment needs to be considered in the context of Hampshire and the nature of the services that the County Council provides. Hampshire is:

- one of the ten largest counties by land area (approximately 1,400 square miles) comprising both large rural areas and several dense conurbations;
- 85% rural, with over a third of the county within National Parks or Areas of Outstanding Natural Beauty;
- the 16th least deprived upper tier council in the country – yet 40 neighbourhoods are in the 20% most multiple deprived areas in England;
- expected to grow to more than 1.5m people by 2026 (currently 1.4m);
- experiencing an ageing population – with people aged 70+ forecast to increase by 15% between 2019 and 2026, to 262,560 people;
- predominantly white British – 91.8% of residents compared to 79.8% nationally;
- home to 1,662 children in need of care (1,593 in March 2018).

The County Council spends around £2.3bn a year on serving Hampshire’s population. Excluding spend on schools, the County Council’s annual budget by service is as follows:

	£m	%
Adults' Services	357	43.4%
Public Health	52	6.3%
Children's Services	215	26.1%
Highways, Traffic and Transport	56	6.8%
Waste Disposal	43	5.2%
Corporate Services	52	6.3%
All Other Services	48	5.9%
	823	100%

231. As the table above illustrates, three quarters of the total annual budget is spent on Adults’ Services, Public Health and Children’s Services. It is also from these services that the majority of the required £80m savings are proposed to be achieved (£61.9m). If the County Council tried to protect these services, savings equivalent to 40% of the budget would need to be found from the remaining areas, which would not be sustainable given the reductions made to date.

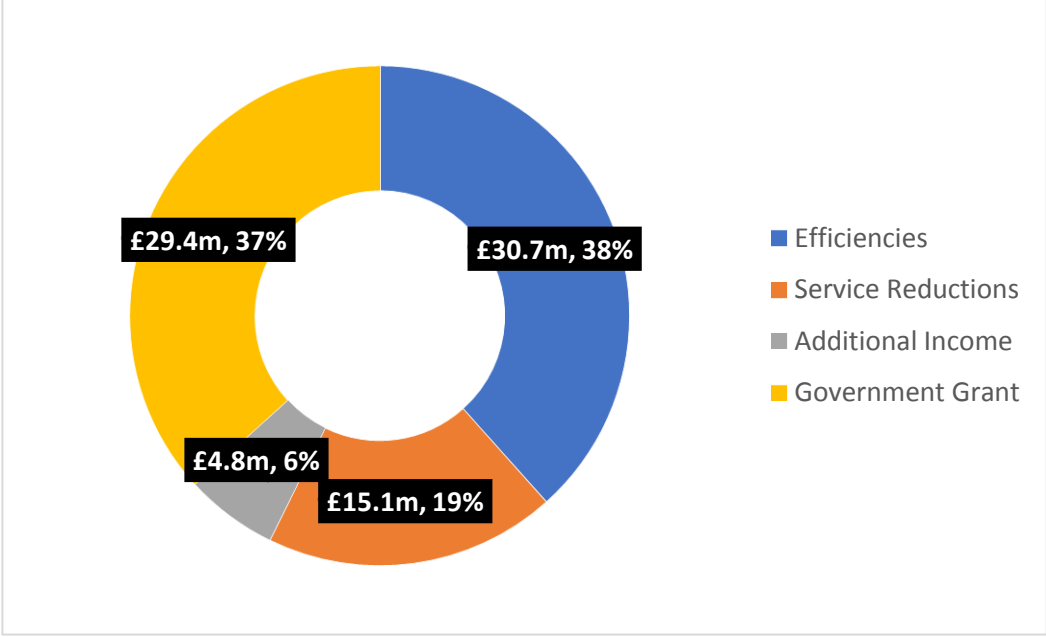
232. Adults’ Services, Public Health and Children’s Services are, by their very nature, targeted at Hampshire’s older population, vulnerable children and adults, and those who may need support due to living in deprived communities. Therefore, it is expected that changes to these services will, to some extent and in various ways, impact certain protected groups.

233. Where areas of multiple disadvantage have been identified, mitigation actions are in place and work is ongoing to understand the extent to which these are likely to reduce or remove negative impacts on specific cohorts.

Section K: Savings Proposals

234. The savings proposals that have been put forward by departments as part of the SP2023 Programme and have been recommended for submission to Cabinet and County Council by Executive Members are contained in Appendix 3 and reflect the feedback from the consultation and content of the EIAs where applicable.

235. Analysis of the savings options by type shows that there is a mixture of proposals across departments which breaks down as follows:



236. The chart shows that whilst the County Council continues to drive out efficiencies, an increasing proportion of the savings requirement (43%) is expected to be met from increases in sales, fees and charges income and additional government grants. This highlights the reducing potential to achieve further transformational savings and increased reliance on favourable government funding settlements for the Council. It is therefore crucial that the Council continues to use every available channel to lobby government for fairer funding.

237. Cabinet will be aware that the target for departmental savings is £80m. The total savings targets for each department, compared to the proposals that are

expected to be delivered (in cash terms) in 2022/23, 2023/24 and the full year impact, are as follows:

	Target	2022/23	2023/24	Full Year
	£'000	£'000	£'000	£'000
Adults' Health & Care	40,556	10,134	38,160	40,556
Children's – Non-Schools	21,349	2,636	21,149	21,349
CCBS	3,361	1,666	3,361	3,361
ETE	10,266	100	10,266	10,266
Corporate Services	4,468	1,839	4,468	4,468
Total	80,000	16,375	77,404	80,000

238. Members will note that all departments are predicting full year savings equivalent to their savings targets, but the timing of delivery varies from department to department, with savings for some proposals not expected to be fully delivered in Adults' Health and Care until 2024/25. This is due to the longer term nature of the changes being implemented and the supporting capital investment required. The shortfall in 2023/24 is more than offset by the planned early delivery of savings in 2022/23. For all services, savings that are achieved early are added to departmental cost of change reserves and these can be used to cover any shortfall in 2023/24. The position will be monitored closely by CMT to ensure that the delivery of savings remains on track as far as possible.
239. Delivery of the savings will also impact the County Council's workforce, and where applicable the proposals in Appendix 3 indicate the estimated number of staff who may be affected by the change in service, expressed as Full Time Equivalents (FTE).
240. In total, this would mean that the SP2023 Programme could impact around 146 FTE roles across the County Council. Whilst this is a significant number it needs to be considered against the total savings programme of £80m, which even at an average salary plus on-costs of £45,000 would require the loss of well over 1,750 jobs to meet the full target, and in the context of a total workforce of more than 9,900 FTE (excluding schools).
241. The County Council has an excellent track record for handling reductions in staffing numbers in a sensitive and planned way, keeping the number of compulsory redundancies to a minimum through our voluntary redundancy schemes (which have helped maintain staff morale) and natural turnover (which for Hampshire averages in the region of 15% per annum, although reduced to 11% for 2020/21) and this will continue as part of the SP23 Programme. The County Council has also been successful in looking at options for re-deployment of staff as it grows its businesses in other areas and increases in the workforce are required.

242. In the past, any voluntary redundancy costs have been met by departments, up to the value of compulsory redundancy costs, with any enhancement being met from the Organisational Change Reserve (OCR). The OCR includes a provision of £2.6m for the cost of these enhancements. At this stage it is considered that this will be sufficient to cover any additional costs.
243. Cabinet is requested to consider and approve the savings proposals detailed in Appendix 3 for submission to the County Council, having given due regard to the consultation feedback and the EIAs.

Section L: Savings Programme 2023

244. 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.
245. 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 Council's, as well as allowing it to meet the additional spending commitments arising as a result of the Covid pandemic within the existing support package from Government.
246. It is recognised that each successive savings 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. Additionally, the substantial overlap between the Tt2021 and SP2023 programmes as a result of the delayed implementation of savings during the pandemic, will place additional resource pressures on services, making the delivery of further savings yet more challenging.
247. The Council's overall £80m savings requirement has been allocated to departments in proportion to their base budgets for 2021/22 as follows:

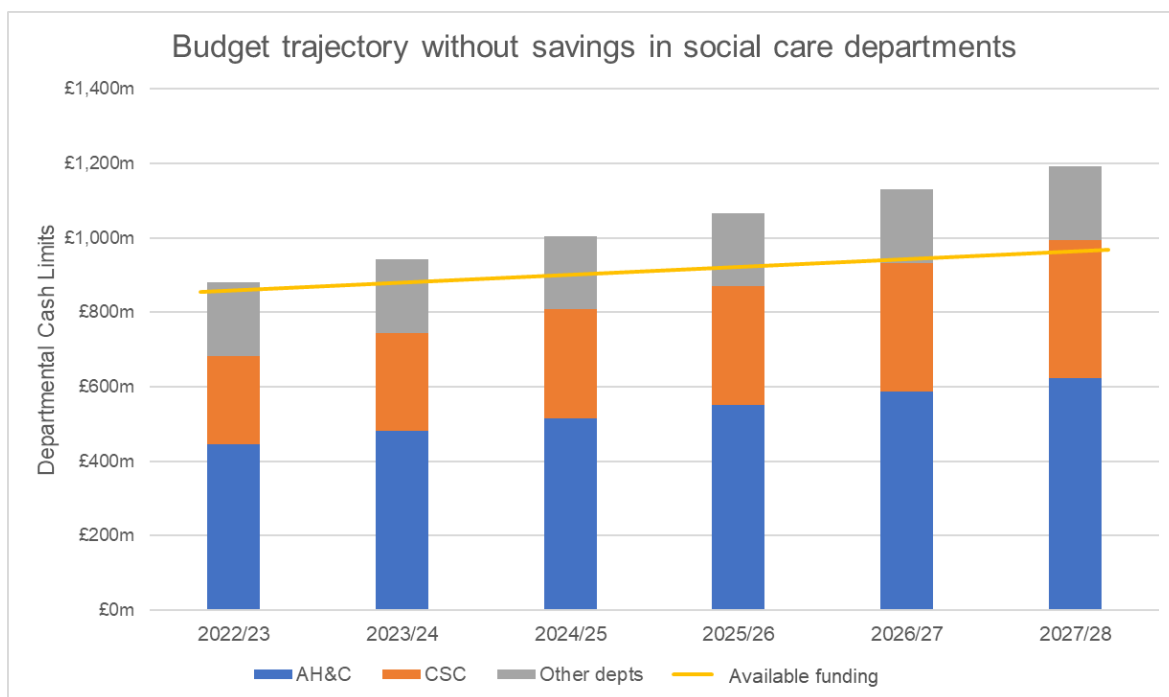
Department	2021/22 cash limit* '£000	% overall cash limit	Savings requirement '£000
Adults' Health & Care	409,747	50.7%	40,556
Children's Services	215,699	26.7%	21,349
Economy, Transport & Environment	103,718	12.8%	10,266
Culture, Communities & Business Services	33,958	4.2%	3,361
Corporate Services	45,144	5.6%	4,468
	808,266	100%	80,000

*Excludes office accommodation budgets totalling £16m

248. This approach has been taken by the Council for a number of years as it is considered to be the fairest and most straightforward method for allocating savings with the following key advantages:

- It takes account of the relative sizes of departmental budgets and therefore the potential to achieve savings in each area
- It ensures that non-social care departments are not required to make drastic cuts to service provision in order to protect the much larger social care budgets
- It avoids the need for protracted discussions to agree the apportionment of departmental savings targets, freeing up time for service management to focus on planning and delivering savings

249. The following graph illustrates why it is not possible to fully protect social care budgets due to expected growth in the costs of service provision as a result of inflationary and demand pressures outstripping increases in funding through raising Council tax. This means that, if the Council were to cut spending in non-social care departments only, it would not be able to provide any services other than adults' and children's social care by 2027/28.



250. Departments have looked closely at potential opportunities to achieve the required savings and unsurprisingly the exercise has been extremely challenging because savings of £560m have already been driven out over the past eleven years, and the fact that the size of the target (a further 10% reduction in departmental cash limited budgets) requires a complete “re-look”; with previously discounted options potentially having to be reconsidered. 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.

Cash Flow Support and Enabling Investment

251. 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 at that time meant that there was unlikely to be any funding available to cash flow a savings programme beyond April 2023.

252. Whilst SP2023 represents an immense challenge, the County Council does have significant capacity, capability and experience to tackle the task, highlighted by its track record to date. As tough as the forward agenda is, we know that the County Council is as well placed as any other local authority to deliver on the continuing financial challenges that apply in the sector and crucially to make the necessary investment required.

253. The previous Tt2019 and Tt2021 Programmes have benefited from substantial corporate investment in enabling measures, particularly in the areas of a new digital platform and a range of IT development that sits on it and other existing systems. However, due to the levels of financial risk facing the Council and the depletion of corporate contingencies due to Covid, the SP2023 Programme will not be supported by an overarching investment package. However, due to strong financial performance achieved by services in recent years, which has seen most departments maintain healthy Cost of Change reserves, there remains potential for departments to use their financial resources to support implementation of the SP2023 Programme including IT enabling investment where required.
254. AH&C, ETE and CCBS are currently expecting to invest a total of £11.2m over three years in SP2023 enabling projects. For Adults Health & Care, the investments are primarily in short-term staff resource to support and deliver the savings programme. For ETE, the investments include a provision for TUPE, contract re-tendering and voluntary redundancy costs expected to arise from the SP2023 Programme, as well as delivery of the Driving Change Programme. For CCBS, an initial investment has been approved to enable early mobilisation for SP2023, including a provision for operational workstream costs and funding for the Transformation Team to support the transformation programme.

Section M: 2022/23 Budget Setting

255. The fact that the County Council operates a financial strategy on the basis of a two year cycle of delivering departmental savings means that there is limited activity at this stage associated with the development of the 2022/23 budget, which was largely set out in previous MTFS updates. Members will recall that the financial strategy assumes a significant draw from the BBR in 2022/23 in order to give the County Council the time and capacity to properly deliver the SP2023 Programme.
256. The process will follow the normal budget setting pattern as in previous years, in that a further technical report on the 2022/23 budget will be presented in December this year that will provide departments with provisional cash limits against which they can prepare their detailed budgets that will be reported through to Executive Members, Cabinet and County Council. Whilst updates on the medium term impact of Covid-19 will continue to be provided, the County Council's strategy in dealing with this as a separate one off issue means it will not directly impact on budget setting or the SP2023 programme going forwards.
257. It is anticipated that the current cycle of decision making concludes the savings planning aspect of the MTFS including the working assumption within this report that council tax will increase by the maximum permissible in line with government policy. This therefore moves the SP2023 Programme from planning into implementation.

Section N: Economic Development and Revenue Investment Priorities

258. In past years it has been possible to add significant additional schemes to the Capital Programme using surplus revenue funding generated by the early achievement of savings. As the financial strategy has evolved and savings have been required to meet successive budget deficits, there is less ability to do this above and beyond the use of specific capital resources that come from government or developers.
259. However, the County Council's ability to continue to provide resources to invest in specific priorities in line with the County Council's focus on continuous service improvement and to generate revenue or capital benefits in future financial years, even in times of austerity, is a testament to the strong financial management and rigorous approach to planning and delivering savings that has been applied; and to the benefits that can be achieved from working at scale.
260. Of particular importance is the role that the County Council can play in economic recovery following the pandemic and in looking ahead towards the potential for a County Deal for Hampshire, work on which is continuing at pace with other key stakeholders.

Highways Maintenance

261. The budget report presented to Cabinet and County Council in February this year contained an Appendix providing a status update on the highway network. This recognised the significant pressure on reactive maintenance in particular and the fact that the network was effectively in managed decline.
262. Whilst the County Council will look to the Government to provide funding to address this position, it has also provided additional resources of £6m to the Operation Resilience budget over the last two years together with the flexibility to use this for reactive maintenance if considered operationally necessary during the year.
263. Appendix 1 provides an update to the information contained in the previous report, highlighting the significance of the highway network in economic development and economic recovery terms.
264. The outturn report presented to Cabinet in July signalled the intention to provide additional funding for highways maintenance on a long term basis and this report recommends that a recurring £7m per annum be added to the highways maintenance budget from 2022/23 onwards, equivalent to a 1% increase in council tax.
265. It is also recommended that the Director of Economy, Transport and Environment be given the flexibility to allocate this funding between planned and reactive maintenance each year as required. It is anticipated that the majority of this funding in the early years will be required to help address the

pressure in reactive maintenance activity, but over time it may be possible to move resources away from this area into planned maintenance.

Strategic Land Development

266. The County Council has for many years operated a long term strategic approach to its land holdings that have enabled it to create value at the same time as enabling the provision of much needed housing or investment to support economic development across the County. Recent examples of Merton Rise, Botley and Manydown have or will provide capital receipts and other benefits for the council that can be used to re-invest in vital services and supporting infrastructure.
267. In recent years, allocations to support the development programme have been made on an annual basis through the budget setting process, however, this does not provide Members with a full picture of the longer term costs of developing a site against the potential capital receipts that might be achieved.
268. The Chief Executive is therefore working with the Director of CCBS to produce a longer term financial plan for the Strategic Land Programme that will commit resources against the full cost of bringing a site to the market alongside the financial benefits that this will create.

Children's Services – Intensive Workers

269. In January 2019 Hampshire's Children and Families branch (C&F) introduced a new service - Intensive Worker Teams. The purpose of these four new teams being to deliver evidence-based interventions to targeted families with the overarching objective of keeping more children safely at home. Achieving this through two routes:
- Preventing children coming into care
 - Reunifying children in care home to their parents or familial networks.
270. The families receiving these interventions are those who are open and allocated to a Social Worker. The Intensive Worker (IW) role provides additional resource to work with families more intensively, at times that are flexible for families (early mornings, evenings and Saturdays) and are delivered for the right length of time. These workers stay involved to ensure positive change within a family is both created and sustained, thus helping to prevent future re-referrals.
271. The evidence is that these new teams are making a difference. As of April 2021, 91% of those children identified as being at risk of coming into care were still at home six months post allocation of an Intensive Worker. These workers also supported the reunification of 75 children and young people in addition to those supported through a Social Worker alone. This data provides evidence of the link and contribution these workers are making to the achievement of T19

and T21 savings through the reduction of the Children in Care population and this is reflected in the latest financial forecasts resulting in a reduced need for previously agreed annual growth funding for Children Looked After.

272. Whilst some IWs (40 full time equivalents) are funded through the core C&F budget the majority (75 full time equivalents) are on fixed - term contracts funded through short term, temporary cost of change and other reserve funding. Given the successful outcomes noted above, there is a strong business case to transition these temporary staff onto permanent contracts in order for them to continue making the difference they have to date. The full year cost is £3.2m which can be accommodated within the existing growth funding allocations for Children Looked After, given that the work of the IWs is expected to reduce future care costs compared to current forecasts.
273. The use of Covid funding in 2021/22 and 2022/23 will reduce the IW funding requirement to £1.7m for the part year impact in 2021/22 and £2.4m in 2022/23. Cabinet is asked to approve £4.1m over this year and next together with £3.2m on a recurring basis from 2023/24 onwards for the investment in permanent IW to be met from existing corporate growth funding allocations for Children Looked After.

Older Persons Residential Portfolio – essential health and safety and maintenance works

274. In November 2020, Cabinet approved the allocation of an additional £2.9m of funding to address a number of identified health and safety priorities in the HCC Care older persons residential portfolio. This funding was in addition to £510k of revenue funding allocated from the repairs and maintenance budget for the corporate estate and Adults' Health and Care budget and a further £892k of accrued Adults' Health and Care capital funding.
275. While good progress has been made with the identified works, despite the challenges caused by the Covid pandemic since the additional funding was approved, this portfolio of buildings remains the highest priority in the HCC estate due to the vulnerable nature of the residents, the complex care services provided and 24/7 operation of the assets. These buildings therefore require a higher level of maintenance investment both in terms of statutory compliance and management of health and safety risks and reactive repairs and lifecycle replacement and refurbishment.
276. Further short term priorities for compliance and health and safety risk management have been identified from a range of management information collated by Property Services. This includes information arising from the ongoing programme of servicing, inspections and testing that forms the compliance and risk management framework for the buildings, as well as from fault reporting and ad-hoc reactive repairs. Initial estimates value this work at around £6.2m. A programme of full asset management plan surveys would allow a more comprehensive assessment of the condition of both the building fabric and building services to inform health and safety and compliance priorities and longer-term lifecycle plans and associated forecasts for annual

and cyclical maintenance costs. These surveys would cost £120,000 to carry out and it is proposed they are prioritised over the next 12 months and funded from Adults' Health and Care Cost of Change Reserve. Any urgent health and safety and compliance works identified will be considered as part of the revenue budget and capital programme setting in February.

277. A number of priority areas for investment have also been identified that reflect current operational constraints across the portfolio arising from changes in care needs and expectations. This includes bathroom/wet room replacement, kitchen expansion and refurbishment and investment to improve IT resilience with an estimated cost in the region of £5.8m.
278. However, it is important to recognise that care demands are changing with an increased focus on transition care, dementia care and management of longer term conditions. A number of current buildings are not suitable to meet these evolving care needs in the medium term and therefore further consideration needs to be given to the wider strategy for the HCC Care estate to ensure that funding is invested in line with the longer term aims for the service. A detailed, long term capital strategy is therefore required to ensure that relevant, high-quality services can continue to be offered in the longer term in keeping with anticipated need and projected demand. The far-reaching scope of this investment could range from suitability and condition works, through to the building of extensions and, in some cases, complete rebuild of some sites. This broader long term capital strategy for the older persons residential portfolio will be reported to a future meeting of Cabinet.

Section O: Capital and Investment Strategy

279. The CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code) and the Treasury Management Code of Practice require local authorities to provide a Capital Strategy, which is to be a summary document approved by full Council covering capital expenditure and financing, treasury management and non-treasury investments. In addition, the MHCLG's investment guidance includes the requirement to produce an Investment Strategy. For the County Council, these are combined into a single Capital and Investment Strategy.
280. The County Council's Capital and Investment Strategy gives a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability. It also includes more detailed forecasts of capital expenditure and financing and the associated prudential indicators relating to financial sustainability. These elements are updated annually as part of the budget setting in February each year. The current Strategy was included as Appendix 9 to [Revenue Budget and Precept 2021/22](#) report and covers:
- Governance arrangements for capital investment.
 - Capital expenditure forecasts and financing.

- Prudential indicators relating to financial sustainability.
- Minimum Revenue Provision (MRP) for the repayment of debt.
- Treasury Management definition and governance arrangements.
- Investments for service purposes, linked to the County Council's Commercial Strategy.
- Knowledge and skills.
- Chief Financial Officer's conclusion on the affordability and risk associated with the Capital and Investment Strategy.
- Links to the statutory guidance and other information.

281. To aid future planning for capital investment and associated funding requirements, an exercise to review capital investment priorities was commenced in late 2019 and was paused in 2020 at the start of the pandemic. Not only has the pandemic required a shift in management focus, it clearly impacts the financial context for consideration of capital investment both in terms of available funding and the likely increase in cost of materials which potentially puts pressure on the existing and future capital programme. In addition, the nature of capital priorities is impacted as some services adjust to changing needs and demands as a result of Covid. For example, demand for adult care is changing as explained in section N and work is in progress to review requirements for reconfigured office accommodation in line with the developing new ways of working and this will enable a wider review of the office accommodation portfolio in due course.

282. With the wide ranging impact of the pandemic on service provision and the uncertain funding environment in which local authorities will operate beyond the current year, the timescale for considering significant capital investment has been pushed back. That said, economic recovery is a key factor in the overall recovery plans both nationally and locally and capital spend undertaken by the County Council represents a significant part of the local economy. Existing funding for feasibility work enables detailed planning and design to be carried out for priority schemes that are then 'oven ready' to be submitted should there be a call for bids by the Government or Local Enterprise Partnerships (LEPs).

Section P: Capital Programme

283. The County Council's Capital Programme has been maintained despite the challenging financial environment in which local government has been operating since the start of the decade, continuing the trend of ensuring that we invest wisely in maintaining and enhancing our existing assets and delivering a programme of new ones.

284. The Capital Programme is reviewed and agreed annually. This sets out the levels of capital expenditure for each service and the main expectations of

where the money will be spent, a large proportion of which is in relation to schools, including the provision of school places.

285. The County Council's capital aspirations are dependent upon finance being available and the sources of finance to support the Capital Programme are as follows:
- Government capital grants – The Government has issued all of its support for local authorities' capital expenditure from 2011/12 onwards in the form of capital grants and not as borrowing allocations.
 - Prudential borrowing – Loans that the County Council may decide to raise in the knowledge that it will have to meet the principal repayment and interest charges from its own resources without any additional support from the Government. The County Council has to consider the impact of such loans on the revenue budget and prudential indicators.
 - Contributions from other bodies, which can include developers, the health service, other local authorities and the national lottery.
 - Capital receipts from the sale of land, buildings and other assets.
 - Contributions from the revenue budget including those held in the General Capital Reserve.
286. There is an interrelationship between capital and revenue both directly and indirectly. Capital expenditure may be funded directly from revenue however the general pressures on the Council's revenue budget and council tax levels limit the extent to which this may be exercised as a source of capital funding.
287. Prudential borrowing does provide an option for funding additional capital development, but one which then results in costs that have to be funded each year from within the revenue budget or from generating additional ongoing income streams.
288. Given the pressure on the Council's revenue budget in future years, prudent use has been made of this discretion to progress schemes in cases where there was an obvious financial benefit. Such schemes focus on clear priorities, and those that generate revenue benefits in future financial years, in the form of clear and measurable revenue savings or longer term income generation either directly or through council tax or business rate yield.

Younger Adults Extra Care

289. The SP2023 proposals for younger adults services looks to continue the successful journey started ahead of Tt2017 and built upon throughout Tt2019 and Tt2021 to embed a strengths-based approach and move increasingly away from institutional, long-term care settings, instead supporting people into more flexible, more modern ways of living that provide much greater independence for service users with learning disabilities, physical disabilities and/or mental health needs. This includes creation of additional Extra Care accommodation to move people on from higher-cost residential care. This can be achieved through direct capital investment by the County Council and the provision of

capital grants to third party housing providers to be funded through prudential borrowing, with repayments accounted for within the proposed saving. Individual schemes can be approved by the Executive Member for Policy and Resources subject to a satisfactory business case being produced for each scheme. This is in line with the arrangements that already exist for scheme approval.

Woodcot Lodge – Discharge to Assess Facility

290. Notwithstanding the pushing back of the timescale for capital investment decisions to be considered, an opportunity has presented itself for the County Council to purchase an independently owned Nursing Care home in Gosport, known as Woodcot Lodge, that Adults' Health and Care have been operating as a discharge to assess facility via a short-term lease arrangement through its in-house HCC Care operation since June 2020, initially as an agreed local system response to Covid-19. The success of Woodcot Lodge, which facilitates timely hospital discharges for elderly, vulnerable and complex patients from Portsmouth Hospitals Trust and has resulted in some 40% of clients or more being able to go home following a therapy led recovery period, has led to HCC Care re-purposing two existing Care Homes to support the South-West, and the North and Mid Hants systems in a similar manner. Purchasing Woodcot Lodge will secure all of the discharge to assess facilities under the County Council's ownership, enhancing the value and operational prowess of the HCC Care portfolio.
291. The discharge to assess operations are predominantly funded by the NHS, presently through the Covid inspired Hospital Discharge Programme (HDP) that has just been extended to the financial year end with attention now turning to a likely new three year agreement that is being worked through by Government. The County Council's contribution relates solely to the benefits derived from not having to organise long-term care at the point of hospital discharge. Owning Woodcot Lodge will also provide greater operational flexibility going forward and will give Adults the ability to use any spare capacity on site for step-up care opportunities for clients that are in their own homes but are in need of respite and therapy type support that could then enable them to return home and live independently as opposed to requiring an earlier long-term care placement.
292. With the future for hospital discharge funding and performance requirements within the NHS somewhat clearer and arguably more certain for the medium-term, and the owner of Woodcot Lodge willing to sell, a business case has been developed to compare the negotiated purchase option price (with all of its associated benefits) and the continued lease option and this has concluded that annual revenue savings can be secured which more than pay for the costs of prudential borrowing to fund the purchase. Accepting that this is against the current model in which the NHS pays for its discharge to assess requirements, the risk remains that the present arrangement could cease at some point in the future. Should this eventuality happen, Adults would re-purpose Woodcot Lodge for long-term Nursing Care needs and would close an existing, complementary but less valued (in portfolio terms) care facility and in so doing would realise a capital receipt. The costs of operating Woodcot Lodge would be

met from the existing HCC Care revenue budget and in overall terms the outcome would at worst be cost neutral for the County Council.

293. Cabinet is asked to recommend to County Council that capital investment of up to £22m is added to the capital programme in respect of younger adults extra care and the Woodcot Lodge discharge to assess facility to be funded by prudential borrowing with repayments accounted for within the proposed saving.

Formal Meeting Chamber – Proposed Improvement Works

294. The Council's formal meeting Chamber is located within the Castle Hill building. The building is Grade II listed and built and owned by the County Council since 1894. The Chamber has been in almost continual use for more than 100 years and is currently used for full Council Meetings and by the Coroner's Courts.

295. HCC Property Services were commissioned to undertake a feasibility study to assess the upgrades to the Council Chamber that are necessary to address key issues relating to the condition and suitability of the facility for its intended future use. Current issues identified included unreliable audio-visual equipment and poor acoustics, a lack of accessibility for those with limited mobility and poor ventilation and temperature control.

296. In line with the Council's asset management approach and Commercial Strategy, it is proposed that the Chamber should continue to host formal meetings of the Coroner's Court and be further utilised to provide a supplementary income stream through rental or one-off events or lettings. Several key areas of improvement have been identified to allow the Chamber to fulfil these additional functions alongside its core purpose of hosting County Council meetings which are fully accessible to the public, both digitally and in person:

- Building works will be undertaken to improve the acoustics in the Chamber, facilitate wheelchair access and improve the female WC provision. The electrical and temperature control systems will also be upgraded to future-proof the facility.
- New fixtures and fittings will be installed, including anti-glare blinds, acoustic curtains and new signage throughout.
- There will be significant upgrades to audio-visual equipment, including a new specialist video conferencing system and projection screens.

297. The planned duration of the work on site is relatively short; less than 10 weeks, but it has been agreed with group leaders that meetings will continue to be held in Ashburton Hall from now until the works are completed. It is intended that work begins in the Chamber in February and is completed before the County

Council's Annual General Meeting in May, including system testing and Member training prior to this date.

298. The total cost of the works identified is £786,000, including a contingency allowance of £61,000 and takes into account the additional difficulties presented by a Grade II listed building. It is proposed that the project is funded from cost of change reserves that include previous underspends against the budget for Members Expenses.
299. Cabinet is asked to recommend to County Council that capital investment of £786,000 is added to the Capital Programme for Culture, Communities and Business Services, to be funded from cost of change reserves as set out above.

Section Q: Commercial Strategy

300. The County Council's approach to the delivery of successive savings programmes has served it well, exploring areas of cost reduction, efficiency, IT enablement and other investment in service re-design and transformation to help make the required budget reductions.
301. This approach will continue alongside a commercial strategy which aims to generate more income in order to reduce the direct impact on services, either through charging for services or through the expansion of traded services to other organisations.
302. There are four main areas where the County Council has sought to generate additional income to help close the budget deficit:
- Charging users for the direct provision of services.
 - Investing money or using assets to generate a return.
 - Expanding traded services to other organisations.
 - Developing joint ventures that yield additional income or generate a return.
303. This approach has continued into the SP2023 Programme and as part of the *Serving Hampshire – Balancing the Budget* consultation feedback, generating additional income was the most preferred option for helping to close the budget deficit.
304. By building on its existing strengths, at the same time as looking for innovative (but low risk and sustainable) options for investment and utilisation of assets, the County Council has radically shifted its approach to income generation and the pursuit of commercial opportunities during the period of tight financial control. However, Covid-19 has highlighted the impact that a reliance on income generation can have on overall financial sustainability, but the approach

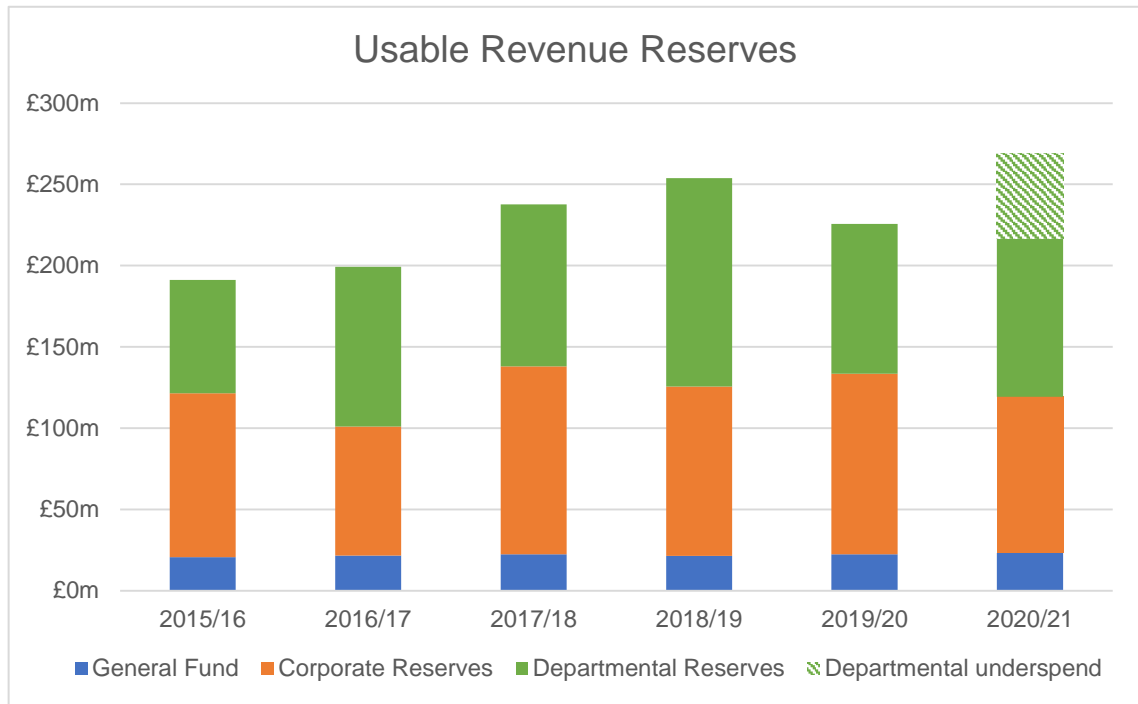
outlined above has protected the County Council to a large degree during what has been one of the most financially challenging times in recent history.

305. The County Council's updated Commercial Strategy is set out in more detail in Appendix 10 and also explores what the County Council has been doing in each of these areas as part of its longer term financial strategy. In particular, it outlines a piece of work, commissioned by the Chief Executive, to have much greater visibility at a strategic level of the commercial strategy, opportunities and barriers in all traded service areas provided to other organisations.
306. The output from this work will help to identify priority areas for focus in the coming years, together with any actions or investment required to remove barriers to growth and to continue to grow traded services in a sensible and sustainable way such that they can make contributions to future savings plans beyond SP2023.

Section R: Reserves Strategy

307. The County Council's Reserves Strategy, which is set out in Appendix 11, is well rehearsed and continues to be one of the key factors that underpin our ability not only to provide funding for the transformation of services but also to give the time for changes to be properly planned, developed and safely implemented.
308. Reserves are available to support:
- Funding of the Capital Programme.
 - Investment in transformation.
 - Departmental budgets in the face of pressures and timing delays in the release of resources.
 - The overall revenue budget through the Budget Bridging Reserve.
309. The County Council has made no secret of the fact that this deliberate strategy was expected to see reserves continue to increase during the period of tight financial control by the Government, although it has always been recognised that the eventual planned use of the reserves would mean that a tipping point would come and we would expect to see reserves start to decline as they are put to the use in the way intended as part of the wider MTFS.
310. This tipping point has not yet arrived, although in 2019/20 the overall balance of earmarked reserves fell by £28m; the first reduction in usable revenue reserves since 2013/14. This reduction occurred largely due to the planned use of departmental Cost of Change reserves in line with the MTFS. However, 2020/21 saw an exceptional £112m increase in earmarked reserves, largely due to the short-term suppression of service growth as a result of Covid. Whilst this provides the authority with some additional short-term flexibility, there

remain considerable long term risks due to uncertainties surrounding the impact of Covid on future service demand and ongoing spending commitments, coupled with significant late delivery of savings. Furthermore, there are planned draws on both departmental and corporate reserves in both 2021/22 and 2022/23 to cash flow the Tt2021 and SP2023 programmes.



NB: The hatched area shows the contribution of the 2020/21 departmental underspend to Cost of Change reserve balances

311. In addition, while the overall level of reserves currently exceeds £0.7bn, it is important to consider the level of the available resources in the context of the scale and scope of the County Council’s operations. It is a stark fact that when expressed in terms of the number of days that usable reserves would sustain the authority for it would be around 14. This highlights once again that reserves offer no long term solution to the financial challenges we face. Correctly used however, they do provide the time and capacity to properly plan, manage and implement change programmes as the County Council has demonstrated for many years now.

Budget Bridging Reserve

312. The current strategy that the County Council operates works on the basis of a two-year cycle of delivering departmental savings to close the anticipated budget gap, providing the time and capacity to properly deliver major savings programmes every two years, with deficits in the intervening years being met from the BBR. Building the provision within the BBR will support the revenue position in future years, as set out in the MTFs, in order to give the County

Council the time and capacity to implement the next phase of its savings programme to 2023/24.

313. It has been agreed that where possible, the County Council will continue to direct spare one-off funding into the BBR to maintain what is part of a successful strategy which has served it very well to date. Consequently, as part of budget setting in February, a number of additions totalling £8.1m were approved to begin to make provision for the period beyond 2021 to support the two year savings cycle and to provide cash flow support to the SP2023 Programme.
314. The following table summarises the forecast position for the BBR taking into account the requirement to balance the budget in 2022/23 and to provide corporate funding to cash flow the next stage of transformation:

	BBR £'000
Balance at 31/03/2020	78,509
2020/21 Original Draw Planned	(28,400)
Contingency for Tt2019	(16,000)
Pension deficit saving & MRP Holiday	28,500
Addition Outturn 2020/21	5,560
Balance at 31/03/2021	68,169
Additions Approved February 2021	8,058
Pension deficit saving and pre-payments	36,000
Planned use:	
Cash Flow Tt2021	(32,000)
Interim Year 2022/23	(40,200)
Provision for Future Gap	40,027

315. This will significantly deplete the BBR and therefore, where possible, the County Council must continue to direct spare one-off funding into the reserve as part of its overall longer term risk mitigation strategy.

Section S: Strategy Beyond 2023/24

316. The County Council faces a critical time in the run up to 2023/24 given that it now faces the successful implementation of 3 overlapping savings programmes to deliver a balanced and sustainable budget for the 2023/24 financial year, assuming that this position is not undermined by any government announcements around public funding during that period. The risks to delivery are also high as highlighted earlier in the report in respect of public health and waste management savings.
317. The Government's announcement in September that the 2021 Spending Review will cover the next three years will be helpful for future financial planning. However, the record levels of national debt resulting from the

Government’s response to Covid-19 will necessitate fiscal restraint into the future, particularly for unprotected departments such as MHCLG. The anticipated financial outlook means we must continue to assume that we will face a budget deficit of at least £40m per annum after a 3.99% council tax rise.

- 318. Given the challenges of developing and delivering the SP23 Programme, it is difficult to see how the County Council could adopt the same approach to a budget deficit position that it has in the past despite the fact that the previous strategy has served it well to date.
- 319. Without a sustainable funding solution to social care growth then the financial prospects for the County Council are bleak, even if it is able to successfully deliver all of the required savings up until that point. Greater certainty might be provided by a Comprehensive Spending Review and a multi-year settlement at which point a proper update of the Medium Term Financial Strategy can be reported outlining the approach for the years ahead.

Section T: Financial Resilience and Sustainability

- 320. Financial resilience describes the ability of local authorities to remain viable, stable and effective in the medium to long term in the face of pressures from growing demand, restricted funding and an increasingly complex and unpredictable financial environment. The Covid pandemic has added to the sustainability issues that many local authorities already faced due to escalating demand pressures on both adults’ and children’s social care services and has exacerbated sustainability challenges for care providers, with corresponding cost implications for councils.
- 321. The following table sets out the key ‘symptoms’ of financial stress identified by CIPFA in its report entitled “Building Financial Resilience” and assesses the current position of the County Council against each indicator.

<i>Symptom of Financial Stress</i>	<i>HCC Position</i>
Running down reserves / a rapid decline in reserves	The Council has maintained a reserves balance of at least £0.5bn over the past 5 years, despite the challenges posed by austerity and recently the Covid pandemic
A failure to plan and deliver savings in service provision to ensure the council lives within its resources	The Council has successfully delivered £560m in savings over the past 11 years and has consistently recorded modest annual underspends on service delivery
Shortening medium term financial planning horizons,	The Council maintains a four-year planning horizon and has planned to meet the anticipated financial pressures and unfunded losses

<i>Symptom of Financial Stress</i>	<i>HCC Position</i>
perhaps from three or four years to two or even one	resulting from Covid to 2023/24. It delivers savings programmes over a two year horizon to ensure changes are implemented in a planned way.
A lack of firm objectives for savings - greater 'still to be found' gaps in saving plans	The SP2023 programme includes detailed plans for specific savings proposals that have been worked up by departments over the past 6 months and subject to public consultation. The plans do not include any 'still to be found' amounts.
A growing tendency for departments to have unplanned overspends and / or carry forward undelivered saving into the following year	Late delivery of Tt2021 savings due to Covid was anticipated and accounted for in the MTFS and resources were identified to cash flow these savings until the acute impacts of the pandemic had subsided. All Departments have lived within their cash limits for many years or have had the benefit of planned support from their own reserves or central contingencies, which were budgeted for in advance.

322. CIPFA have highlighted key areas of focus to support financial resilience and these echo the approach taken to date by the County Council and continued in the plans to take us to 2023/24. These include getting routine financial management right, having clear and realistic plans for the delivery of savings which are monitored and underpinned by adequate investment and managing reserves sensibly to 'cushion' the delivery of a transformation programme over the medium term.
323. In addition, the report highlights the danger, in the relentless search for savings, of focusing on the "gap" still to be found while failing to take the actions necessary to ensure all the agreed savings have been delivered. The County Council is alert to this potential danger and for Tt2019 and Tt2021, has taken a very measured and realistic approach to the timing of savings and has set aside cash flow funding to ensure that they are delivered in a planned and sustainable way.
324. Following the events in Northamptonshire and a heightened national focus on the finances of local government more generally, CIPFA also produced a Financial Resilience Index (FRI) towards the end of 2018. The index uses a range of financial information and other factors to generate a series of measures against which all authorities are 'stress tested'. The Resilience Index was updated for 2019/20 data earlier this year and whilst there was some movement in Hampshire's position relative to other authorities the overall position remains the same as previous years with Hampshire in a very strong position underpinned by the level of its reserves.

325. A further tool in this area is CIPFA's Financial Management Code (CIPFA FM Code) which is designed to support good practice in financial management and to assist local authorities in demonstrating their financial sustainability.
326. The County Council previously carried out a high level self assessment against the code and has implemented changes in order to ensure compliance with the code, and will undertake a more detailed assessment as part of the 2022/23 budget setting process.
327. In more general terms, despite the relentless financial pressure and need to deliver savings, the County Council has demonstrated year after year its ability to not only follow through on its agreed strategy but also to respond to unforeseen pressures and invest in service improvements and capital spending where it is felt necessary - this report being a prime example of all of these things.
328. It also, exceptionally, continues to serve the people of Hampshire with the highest quality of services, with the vast majority of external assessments continuing to show Hampshire's performance to be at least top quartile.
329. At the same time the County Council must not become complacent and must maintain its financial discipline both within the current year and in developing and delivering savings for the future.
330. As difficult as the next phase of activity is likely to be it is still worth reminding ourselves that the County Council remains in a relatively strong financial position, especially in comparison to other upper tier authorities, delivering on its change programmes, keeping within cash limits and having the financial capacity to invest in the transformation of continually high performing services. However, as we have highlighted repeatedly in this MTFS if we are to remain financially sustainable beyond 2023/24 there needs to be a significant change in the way in which growth in adults' and children's social care is funded, since it is not possible to sustain that growth in demand and cost indefinitely.

REQUIRED CORPORATE AND LEGAL INFORMATION:

Links to the Strategic Plan

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

Other Significant Links

Links to previous Member decisions:	
<u>Title</u>	<u>Date</u>
Savings Programme to 2023 – Revenue Savings Proposals Executive Member for Children's Services	17 September 2021
Savings Programme to 2023 – Revenue Savings Proposals Executive Member for Recreation, Heritage and Rural Affairs	20 September 2021
Savings Programme to 2023 – Revenue Savings Proposals Executive Member for Adult Services and Public Health	21 September 2021
Savings Programme to 2023 – Revenue Savings Proposals Executive Members for Economy, Transport and Environment, Highways Operations and Climate Change and Sustainability	23 September 2021
Savings Programme to 2023 – Revenue Savings Proposals Executive Member for Policy and Resources	28 September 2021
Savings Programme to 2023 – Revenue Savings Proposals – Health and Safety Executive Member for Performance, Human Resources and Partnerships	29 September 2021
Savings Programme to 2023 – Revenue Savings Proposals – Property Executive Member for Commercial Strategy, Estates and Property	29 September 2021
Direct links to specific legislation or Government Directives	
<u>Title</u>	<u>Date</u>
Section 100 D - Local Government Act 1972 - background documents	

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

Document

Location

None

EQUALITIES IMPACT ASSESSMENT:

331. 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.

332. Equalities Impact Assessment:

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

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Highways Status Update

1. Introduction

- 1.1 It is recognised that a good transport network is essential for a successful economy and society for Hampshire. Our roads provide access to; jobs, services, schools, get goods to the shops and allow us to make the most of our free time. Our local roads are at the heart of the transport network and have a key role to play in ensuring that transport in Hampshire delivers the services our residents both want and need.
- 1.2 Hampshire is responsible for maintaining 5,300 miles of roads and highway queries have doubled in the last 10 years to over 100,000 per annum. Satisfaction with the road network in Hampshire has in the past consistently been one of the best of any County Council and we continue to have significant success in attracting new investment from developers, Local Enterprise Partnerships and the Government through our forward thinking approach.
- 1.3 Like most highway authorities though, the relentless increase in traffic levels coupled with extremes of weather both in the summer and the winter are having a severe impact on the highway network leading to a position of 'managed decline' that is being reflected in residents' views of the network as outlined below.

2. Funding Streams

- 2.1 There are a range of revenue and capital funding streams that are available to maintain and improve the highway network on a prioritised basis. The table below outlines the key funding and its purpose:

Activity	Funding
Revenue	Revenue £'000
Routine / Reactive Maintenance, Environmental Maintenance, Winter Service, Emergency Response	Core revenue budget 18,006
Staffing to deliver both revenue & capital work	Uplift – Winter Maintenance saving plus corporate contingencies 2,000
	20,006
£'000	
Capital	Capital
Operation Resilience (Planned Maintenance) 33,447	Local resources 11,823
Other structural maintenance 7,869	DfT - Local Transport Plan grant (maintenance) 14,886
Bridges 4,000	DfT - Incentive Fund 3,721
	DfT - Pothole Fund 14,886

45,316

45,316

2.2 Operation Resilience was established in 2010/11 and was originally due to run for seven years. However, the pace of decline on the network and the mounting pressures on the reactive maintenance budget prompted the County Council to continue the funding. 2021/22 is the twelfth year of Operation Resilience and an additional allocation of £3m was approved in the current year as part of the budget and a further £3m was allocated in the outturn report presented to Cabinet over the Summer, recognising the severe pressures on the network. Both of these allocations were one off and it was recognised that a longer term sustainable funding solution is required.

3. Highways Status

3.1 The highway network was in a state of gradual decline before the financial impacts of the 'decade of austerity' saw significant reductions in staffing levels and operational revenue maintenance budgets. Whilst the establishment of Operation Resilience has provided significant local investment by the County Council to support the improvement of the worst affected parts of the network, the restrictions on revenue maintenance activities over an extended period have had an impact on overall road condition.

3.2 The policy of managed decline of the highway network has resulted in a visible and accelerating deterioration of the road network, which is particularly apparent on the classified and unclassified roads (making up 83% of the network). The annual revenue funding gap is now estimated at £3 to 5m per annum.

3.3 In 2018/19 we attended 45,000 potholes which increased to 50,000 last year despite reduced traffic volumes due to Covid. In March this year we saw the highest number of defects in a single month at over 6,700. Calls to highways customer enquiries have increased 15% in the last five years which would have been significantly higher but for a period of 3 months when calls were not taken due to Covid.

3.4 All of this is having an impact on the quality of the network which is reflected in the responses to the National Highways and Transport Network (NHT) 2020 survey, which showed that against a backdrop of falling overall scores nationally, Hampshire's score for highways condition has slipped from the top quartile last year to the second quartile.

3.5 The ongoing investment from the County Council in structural improvements through 'Operation Resilience' has helped reduce the rate of decline, albeit that the annual value has remained at £10m since it was introduced which is why the one-off increase to £13m in 2020/21 and 2021/22 was agreed alongside additional one-off government grant funding such as the Pothole Fund.

3.6 However, the revenue budget provision available for reactive maintenance and safety defects continues to be under significant pressure. It is worth noting that the issue also extends to structures with major bridges such as Redbridge and Langstone, built during a programme of road expansion in the 1960s, all currently requiring major structural works at a similar time.

- 3.7 The revenue pressures in highways maintenance have been eased in the previous and current financial year by an additional one-off sum of £3m for the Operation Resilience programme to increase planned works and provide extra flexibility to transfer funding to the reactive maintenance programme.
- 3.8 Whilst this increased flexibility is helping to manage pressures within reactive maintenance during the year, every pound transferred to this area of activity is one less that can be applied to longer term improvements to the network.

4. Looking to the Future

- 4.1 The primary objective will be to reverse, or at the very least arrest, the declining trend in network condition but this requires a targeted and sustained investment in the highway asset. This will not be a short term fix and it will require additional funding over a number of years, which we will look to the Government to provide, but we will also need to consider additional local resources.
- 4.2 The Highway Service has a robust asset management framework and dataset in place for managing the whole highway asset and this is already used to target those parts of the network where the best return on investment can be secured, both in economic terms and also in terms of maximising the lifecycle of the asset. This will continue but new and innovative digital techniques are currently being explored to capture asset data more effectively; and the multi-layering of this data can be used to precisely target spend, taking into account factors such as road condition, level of usage, damage / injury claims history, surface water flooding risk, and complaints. These datasets can provide a good evidence base to demonstrate the positive impact that continued and sustainable investment can have.
- 4.3 A particular focus needs to be rural roads (2,540 miles or just over 50% of the entire network) where there is tangible evidence of widespread accelerated deterioration. Many of these roads are not engineered roads in the true sense and are simply historic track routes that have evolved over hundreds of years, most only being thinly surfaced during the 20th century. These roads require further significant investment from Government to make them more resilient to the effects of extreme weather events, and whilst Operation Resilience has obviously helped to provide a degree of longevity on the minor roads treated over the past 11 years that the programme has been running, this is only a very small percentage of the network. A high proportion remain in a less than satisfactory condition having only had ad-hoc reactive repairs as resources allow.
- 4.4 Another area of focus will be the County Councils highway drainage assets. Effective and well maintained surface water drainage underpins the fabric of the highway network and ensures the road structure remains resilient and better able to withstand increasing traffic demands. Poorly maintained gullies, chambers and carrier drains can lead to an increased risk of surface water flooding and premature failure of the road structure. A decade of budget cuts has necessitated a managed reduction in routine cleansing and a broader implementation of the risk based approach endorsed by the current version of the national Highways code of practice. Whilst this reduction has not compromised the County Councils statutory duty as Highway Authority, there

is strong evidence that the incidence of damage, blockages and localised structural failure is increasing and it is highly probable that this can, at least in part, be attributed to the reduced maintenance regime.

- 4.5 In addition to reintroducing multiple routine cleanses each year, a smarter, more intelligent approach to highway drainage management is required, embracing new and emerging remote sensor technology where appropriate, to more effectively identify those areas with the highest risk factors and to proactively target interventions accordingly. With climate change already altering weather patterns and increasing the incidence of more severe weather events, drainage systems are under increasing pressure, and optimal operation is essential as universal increases in drainage system capacity are unlikely to be affordable or practical. This enhanced maintenance will require sustained investment in order to realise any significant benefit.

5. Proposed Funding

- 5.1 Alongside the importance of providing a safe and effective highway network to residents the significance of the network in economic development terms cannot be underestimated, particularly as we look to stimulate economic recovery in a post-Covid world.
- 5.2 It is therefore imperative that in addition to continue to lobby the Government for additional funding that the County Council commits long term resources towards planned and reactive maintenance of the highway network.
- 5.3 This report therefore recommends the permanent addition of £7m per annum to the overall Highways Maintenance budget and provides the flexibility for the Director of Economy, Transport and Environment to allocate this between Operation Resilience and the reactive maintenance budget as required.
- 5.4 It is anticipated that the majority of this funding in the early years will be required to help address the pressure in reactive maintenance activity, but over time it may be possible to move resources away from this area into planned maintenance.

HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Audit Committee
Date:	29 September 2021
Title:	Treasury Management Mid-Year Monitoring Report 2021/22
Report From:	Director of Corporate Operations

Contact name: Gemma Farley

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Purpose of the report

1. The County Council has adopted the key recommendations of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice (the CIPFA Code), last updated in 2017. The CIPFA Code requires the County Council to approve a treasury management strategy before the start of the year and a semi-annual and annual treasury outturn report. The purpose of this report is therefore to meet this obligation by providing an update on the performance of the treasury management function at the mid-year point.

Recommendation

2. The Audit Committee are asked to note the following recommendation that are being reported to Cabinet:
 - That the mid-year review of treasury management activities be noted.
 - That the clarification to the 2021/22 Treasury Management Strategy as set out in paragraph 36, for investments in un-rated corporations where the County Council owns a controlling interest in the corporation, is approved in line with previous years' strategies.

Executive Summary

3. The report fulfils the County Council's legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code and provides an update on the performance of the treasury management function during 2021/22.

4. The County Council's treasury management strategy was most recently updated and approved at a meeting of Full County Council in February 2021. The County Council has borrowed and invested sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the County Council's treasury management strategy.
5. Treasury management in the context of this report is defined as: "The management of the organisation's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
6. This report sets out the performance of the treasury management function from the beginning of April to the end of August 2021, to include the effects of the decisions taken and the transactions executed.
7. All treasury activity has complied with the County Council's Treasury Management Strategy and Investment Strategy for 2021/22, and all relevant statute, guidance and accounting standards. In addition, support in undertaking treasury management activities has been provided by the County Council's treasury advisers, Arlingclose.
8. The 2017 Prudential Code includes a requirement for local authorities to provide a Capital Strategy, a summary document approved by full Council covering capital expenditure and financing, treasury management and non-treasury investments. The County Council's Capital and Investment Strategy, complying with CIPFA's requirement, was approved by full County Council on 25 February 2021.

External Context

9. The following sections outline the key economic themes against which investment and borrowing decisions have been made so far in 2021/22.

Economic commentary

10. The coronavirus pandemic continued to dominate the news during the period, with economic resurgence following the initial rapid vaccination programme.
11. The Bank of England (BoE) has held Bank Rate at 0.1% since March 2020 and has maintained its Quantitative Easing programme at £895bn since November 2020. The BoE expects the economy to experience a temporary

period of strong Gross Domestic Product (GDP) growth and above-target Consumer Price Index (CPI) inflation, after which growth and inflation is expected to fall back. There were, however, two-sided risks around this central path, and it is possible that near-term upward pressure on prices could prove somewhat larger than expected. The BoE's Monetary Policy Committee (MPC) does not intend to tighten monetary policy at least until there is clear evidence that significant progress is being made in eliminating the economy's spare capacity and achieving the 2% inflation target sustainably.

Financial markets

12. Ongoing monetary and fiscal stimulus together with improving economic growth prospects and successful vaccine rollout programmes continued to boost equity markets over the period. In the UK, the FTSE 250 index was back above pre-pandemic levels and the more internationally focused FTSE 100 had recouped around 75% of 2020's losses.
13. Inflation worries continued during the period but declines in bond yields between April and June suggest bond markets may be expecting any general price increases to be less severe, or more transitory, than was previously thought. UK government bonds remained positive but sold off over the period.

Credit review

14. Credit default swap spreads were relatively flat over the period and remained only slightly above their pre-pandemic levels. Credit default swaps are used as an indicator of credit risk, where higher premiums indicate higher perceived risks.
15. There were only a small number of credit rating actions over the period including Fitch revising the United Kingdom's outlook to stable from negative, and S&P upwardly revising the outlooks for a number of UK and European banks from negative to stable, or in the case of Barclays and Nationwide from stable to positive.
16. The successful vaccine rollout programme is credit positive for the financial services sector in general, but there remains uncertainty around the extent of the losses banks and building societies will suffer due to the economic slowdown which has resulted due to the pandemic and the effects of lockdowns and restrictions. This uncertainty means the County Council's treasury management advisors, Arlingclose, continue to recommend maximum durations of 35 days for unsecured investments with banks and building societies on their list of recommended counterparties.

Local Context

17. On 31 March 2021, the County Council's underlying need to borrow for capital purposes was £776.46m as measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment and amounted to £877.8m. These factors are summarised in Table 1.

Table 1: Balance sheet summary	31/03/21 Balance £m
CFR	776.46
Less: Other debt liabilities*	(141.47)
Borrowing CFR	634.99
External Borrowing	(300.77)
Internal Borrowing	334.22
Less: Usable Reserves	(754.85)
Less: Working Capital	(122.91)
Net Investments	(543.54)

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

18. The County Council's current strategy is to maintain borrowing and investments below their underlying levels, referred to as internal borrowing, to reduce risk and keep interest costs low. The treasury management position as at 31 August 2021 and the movement since 31 March 2021 are shown in Table 2.

Table 2: Treasury management summary	31/03/21 Balance £m	Movement £m	31/08/21 Balance £m	31/08/21 Rate %
Long-term borrowing	(249.3)	2.1	(247.2)	4.65
Short-term borrowing	(8.5)	(1.5)	(10.0)	5.75
Total borrowing	(257.8)	0.6	(257.2)	4.70
Long-term investments	259.9	(24.8)	235.1	1.50
Short-term investments	194.7	229.2	423.9	0.15
Cash and cash equivalents	112.5	(101.6)	10.9	0.00
Total investments	567.1	102.9	669.9	1.65
Net investments	309.3	103.4	412.7	

Note: the figures in Table 2 at 31 March 2021 are from the balance sheet in the County Council's statement of accounts, but adjusted to exclude operational cash, accrued interest and other accounting adjustments. Borrowing figures exclude short term balances held on behalf of others. For these reasons Net investments in Table 2 differs from Table 1.

19. The increase in net investments of £103.4m shown in Table 2 reflects a large increase in total investments as well as a reduction in total borrowing. The reduction in total borrowing of £0.6m reflects the repayment of debt in line with scheduled timescales. The increase of £103.4m of investments reflects the higher balances typically seen at this time of year, due to the difference in timing between income and expenditure; investment balances have also been impacted by the fact that it is near to the half-way point of the three-year period that the County Council pre-paid Pension Fund contributions for, and so it is expected that underlying core balances will continue to rise until the end of this three-year period.

Borrowing Update

20. Local authorities can borrow from the Public Works Loan Board (PWLB) provided they have not purchased an investment asset primarily for yield since 26 November 2020 and can confirm they are not planning to do so in the current or next two financial years, with confirmation of the purpose of capital expenditure from the Section 151 / Section 95 Officer. Authorities that are purchasing or intending to purchase investment assets primarily for yield will not be able to access the PWLB except to refinance existing loans or externalise internal borrowing.
21. Acceptable use of PWLB borrowing includes service delivery, housing, regeneration, preventative action, refinancing and treasury management.
22. The County Council is not planning to purchase any investment assets primarily for yield within the next three years and so is able to fully access the PWLB if required, however there are no plans to take out any new long-term external borrowing.

Borrowing Activity

23. At 31 August 2021 the County Council held £257.2m of loans (a decrease of £0.6m since 31 March 2021) as part of its strategy for funding previous years' capital programmes. The mid-year treasury management borrowing position and movement since 31 March 2021 are shown in Table 3.

Table 3: Borrowing position	31/03/21 Balance	Net movement	31/08/21 Balance	31/08/21 Weighted average rate	31/08/21 Weighted average maturity
	£m	£m	£m	%	(years)
Public Works Loan Board	(216.5)	0.5	(216.0)	4.74	10.32
Banks (LOBO)	(20.0)	-	(20.0)	4.76	11.96
Other (fixed term)	(21.3)	0.1	(21.2)	4.16	18.38
Total borrowing	(257.8)	0.6	(257.2)	4.70	11.11

Note: the figures in Table 3 at 31 March 2021 are from the balance sheet in the County Council's statement of accounts but adjusted to exclude short term balances held on behalf of others, and accrued interest.

24. The County Council's chief objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required. The flexibility to renegotiate loans should the County Council's long-term plans change is a secondary objective.
25. Short-term interest rates have remained much lower than long-term rates and the County Council has therefore considered it to be more cost effective in the near term to use internal resources than to use additional borrowing. In line with this strategy, £0.5m of PWLB loans and £0.1m of Salix loans were allowed to mature without refinancing. Salix loans represent Government funding given to improve energy efficiency, reduce carbon emissions and lower energy bills.
26. This borrowing strategy has been monitored with the assistance of Arlingclose and has enabled the County Council to reduce borrowing costs (despite foregone investment income) and reduce overall treasury risk.
27. The County Council continues to hold £20.0m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the County Council has the option to either accept the new rate or to repay the loan at no additional cost. None of the LOBO loan options were exercised by the lender during the period.

Treasury Investment Activity

28. The County Council holds invested funds, representing income received in advance of expenditure plus balances and reserves held. During the five-month period from 1 April to 31 August 2021, the County Council's investment balances ranged between £562m and £769m due to timing

differences between income and expenditure. The investment position as at 31 August 2021 and the change since 31 March 2021 are shown in Table 4.

Table 4: Treasury investment position	31/03/21 Balance	Net movement	31/08/21 Balance	31/08/21 Income return	31/08/21 Weighted average maturity
	£m	£m	£m	%	(years)
Short term investments					
Banks and building societies:					
- Unsecured	69.5	45.1	114.6	0.06	0.06
- Secured	10.7	111.2	121.9	0.13	0.63
Government:					
- Local authorities	139.0	(2.0)	137.0	0.49	0.50
- UK treasury bills	0.0	15.0	15.0	0.05	0.15
- UK Gilts	0.0	20.0	20.0	0.03	0.02
Money market funds	78.0	(74.2)	3.8	0.02	0.00
Cash plus funds	10.0	-	10.0	0.79	0.01
	307.2	115.1	422.3	0.23	0.38
Long term investments					
Banks and building societies					
- Secured	20.0	12.5	32.5	0.20	1.16
Government:					
- Local authorities	35.0	(25.0)	10.0	0.71	1.18
	55.0	(12.5)	42.5	0.47	1.34
Long term investments – higher yielding strategy					
Government:					
- Local authorities	21.7	0.2	21.9	4.38	11.99
Pooled funds:					
- Pooled property*	75.0	-	75.0	4.18	N/A
- Pooled equity*	50.0	-	50.0	6.08	N/A
- Pooled multi-asset*	48.0	-	48.0	4.66	N/A
	194.7	0.2	194.9	4.81	11.99
Total investments	556.9	102.8	659.7	1.59	0.72
Thames Basin Heaths pooled fund investments	10.2	0.0	10.2		
Total	567.1	102.8	669.9		

* The rates provided for pooled fund investments are reflective of annualised income returns over the year to 30 June 2021 based on the market value of investments 12 months earlier.

Note: the figures in Table 4 at 31 March 2020 are from the balance sheet in the County Council's statement of accounts, but adjusted to exclude operational cash, accrued interest and other accounting adjustments.

29. The County Council made a payment of £226.7m on 1 April 2020 to prepay its employer's LGPS pension contributions for a period of three years. By making this payment in advance the County Council was able to generate an estimated saving of £9m over 3 years on its pension contributions. It is expected that cash balances will steadily increase over this three year period in addition to the normal cash movements due to timing differences between income and expenditure.
30. Investment balances have subsequently increased and were £102.8m higher at 31 August 2021 in comparison to the position at 31 March 2021. This is in part explained by the County Council not having to make monthly employer's pension contributions in 2021/22 (having already paid in advance) and the balance of grants received but not yet applied. The impact of the coronavirus pandemic has created significant uncertainty, resulting in the need for significant assumptions within financial forecasts and a difference in timing between income and expenditure, both in terms of the direct response to the pandemic and in carrying out regular service delivery plans.
31. The CIPFA Code and government guidance both require the County Council to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The County Council's objective when investing money is therefore to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults against the risk of receiving unsuitably low investment income. The County Council's Treasury Management Strategy Statement (TMSS) sets out how it will manage and mitigate these risks.
32. The security of investments has been maintained by following the County Council's counterparty policy and investment limits within the TMSS, taking advice from Arlingclose on changes in counterparty credit worthiness, and making use of secured investment products that provide collateral. The County Council invests in liquid investments to ensure money is available when required to meet its financial obligations, spreading these investments across a number of counterparties to mitigate operational risk.
33. In delivering investment returns, the County Council has operated against a backdrop in which the UK Bank Rate was cut to 0.10% in March 2020 in response to the coronavirus pandemic. UK Bank Rate has remained at this rate, having an impact on rates across the market. Returns had been at or around 0% for liquid investment options such as Money Market Funds (MMFs), bank call accounts and the UK Government's Debt Management Account Deposit Facility (DMADF) and have not been significantly higher for

other short-term options like fixed duration loans to other local authorities and bank notice accounts. Investment income has therefore largely come from investments arranged at fixed rates of interest prior to the pandemic and through the County Council's investments in pooled funds.

34. The County Council benchmarks the performance of its internally managed investments against that of other Arlingclose clients on a quarterly basis. Internally managed investments include all investments except externally managed pooled funds but do include MMFs. The performance of these investments against relevant measures of security, liquidity and yield are shown in Table 5, providing data for the quarter ended 31 June 2021 and at 31 March 2021 for comparison.

Table 5: Investment benchmarking (excluding pooled funds)	Credit rating	Bail-in exposure	Weighted average maturity (days)	Rate of return
		%		%
31.03.2021	AA-	40	393	0.50
30.06.2021	AA-	34	345	0.39
Similar LAs	AA-	45	1,101	0.30
All LAs	A+	67	12	0.11

35. Table 5 shows the average credit rating of the portfolio has remained consistent over the three-month period, whilst bail-in exposure has reduced, as the County Council held a greater investment balance in secured bank bonds, which are not subject to bail-in risk as they provide collateral. The weighted average maturity of investments was lower due to the increase in total investment balance being held in short-term investment options, ensuring that funds will be available as required. In addition, there were timing differences between receiving and spending of Covid grants. The average rate of return (0.39%) was lower than at 31 March 2021, but with the benefit of higher rates for fixed investments made prior to the pandemic helping to offset returns at or close to 0% for many investments across the market. The County Council compared favourably with the other local authorities included in the benchmarking exercise across all metrics.
36. The County Council's Treasury Management Strategy (TMSS) for 2020/21 and prior, contained a clause that the County Council could invest in an un-rated corporation where it owns a controlling interest in the corporation, in which case a limit of £35m for an investment of up to 20 years will apply. This was unintentionally not included in the 2021/22 TMSS, and it is therefore recommended that this clause is reinstated for the continuity of this policy.

Externally managed pooled funds

37. In 2019 the County Council agreed to increase the amount of its cash balances earmarked for investments targeting higher yields of around 4% to £235m. This allocation was recently increased to £250m as part of the Capital and Investment Strategy for 2021/22 and the approach to investing this allocation was most recently set out in the Treasury Management Strategy Statement for 2021/22.
38. Approximately £205m of this allocation has now been invested, with the remaining balance earmarked. The total includes £10.4m invested on behalf of the Thames Basin Heaths Joint Strategic Partnership Board (TBH JSPB), where the County Council acts as the administrative body. Any investments made from cash held on behalf of the TBH JSPB are made with the agreement that the TBH JSPB has received its own financial advice and assumes all risks associated with these investments.
39. The CIPFA Code requires the County Council to invest its funds prudently and to have regard to the security and liquidity of its investments before seeking the highest yield. As a result, the County Council's investments targeting higher yields have been made from its most stable balances and with the intention that they will be held for at least the medium term. This means that the initial costs of any investment and any periods of falling capital values can be overcome and mitigates the risk of having to sell an asset for liquidity purposes, helping to ensure the long-term security of the County Council's investments.
40. The County Council's investments in pooled funds fell considerably in value when the coronavirus pandemic hit world markets but have since recovered well reflecting improved market sentiment. These investments are now worth more in aggregate than the initial sums invested, as shown in Table 6, demonstrating the importance of taking a longer term approach and being able to ride out periods of market volatility, ensuring the County Council is not a forced seller at the bottom of the market. Table 6 also shows the County Council's investments in fixed deposits which include long term loans to other local authorities and as part of the Manydown programme.

Table 6: High yielding investments – market value performance	Amount invested*	Market value at 30/06/21	Gain / (fall) in capital value	
			Since purchase	One year
	£m	£m	£m	£m
Pooled property funds	75.0	77.2	2.2	4.4
Pooled equity funds	50.0	50.8	0.8	8.6

Pooled multi-asset funds	48.0	48.7	0.7	3.0
Total pooled funds	173.0	176.7	3.7	16.1
Fixed deposits	21.9	21.9	0.0	0.0
Total higher yielding	194.9	198.5	3.7	16.1

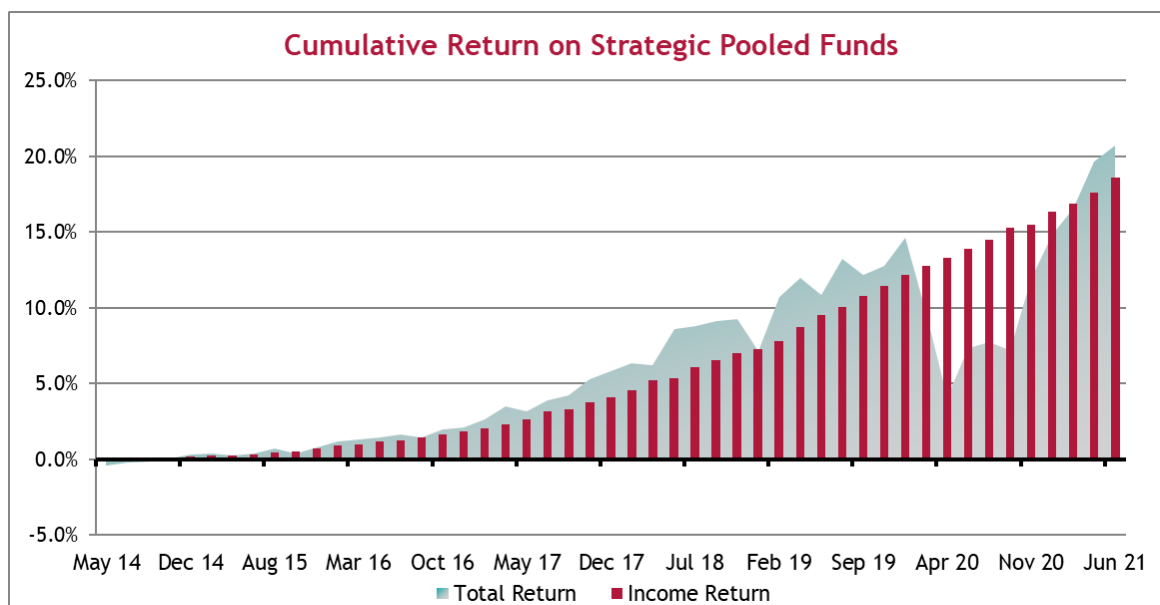
* excludes £10.4m invested on behalf of Thames Basin Heaths JSPB

41. The County Council's investments in pooled funds target long-term price stability and regular revenue income and bring significant benefits to the revenue budget. As shown in Table 7 the annualised income returns have averaged 4.40% pa (per annum) since purchase against the higher yielding strategy target of 4% pa, contributing to a total return of 20.73%.

Table 7: High yielding investments – income and total returns since purchase	Annualised income return	Total return
	%	%
Pooled property funds	4.11	23.96
Pooled equity funds	4.99	22.35
Pooled multi-asset funds	4.30	14.03
Total pooled funds	4.40	20.73

Note: excludes the performance related to £10.4m invested on behalf of Thames Basin Heaths JSPB.

42. The County Council's pooled fund investments continue to deliver income returns far in excess of what could be generated from cash investments and in line with the County Council's agreed objective of targeting income of 4% pa from its higher yielding strategy.
43. The cumulative total return from the County Council's investments in pooled equity, property, and multi-asset funds since purchase is shown in the following graph. This highlights that the County Council has benefited from strong and steady income returns over time and the way that capital values have recovered since March 2020.



Note: the graph above excludes the performance related to £10.4m invested on behalf of Thames Basin Heaths JSPB.

44. The County Council is aware of the risks involved with investing in pooled funds that hold underlying investments in bonds, equities, property and other financial instruments. As a result, when the County Council began to specifically target higher returns from a proportion of its investments, it also established an Investment Risk Reserve to mitigate the risk of an irrecoverable fall in the value of these investments. The balance held in this reserve is currently £6.25m which equates to 2.5% of the total earmark of £250m.
45. In addition to the risk of realising a capital loss, the IFRS 9 accounting standard that was introduced in 2018/19 means that annual movements in the capital values of investments need to be reflected in the revenue account on an annual basis, although a five year statutory override was put in place for local authorities that exempts them from complying with this requirement.
46. Pooled fund investments have no defined maturity date but are available for withdrawal after a notice period and their performance and continued suitability in meeting the County Council's investment objectives is monitored regularly and discussed with Arlingclose.

Non-Treasury Investments

47. The definition of investments in CIPFA's revised Treasury Management Code now covers all the financial assets of the County Council as well as other non-financial assets which the Council holds primarily for financial return. This is replicated in Ministry of Housing, Communities and Local Government's Investment Guidance, in which the definition of investments is

further broadened to also include all such assets held partially for financial return.

48. This could include loans made to Hampshire based businesses or the direct purchase of land or property and such loans and investments will be subject to the County Council's normal approval process for revenue and capital expenditure and need not comply with the treasury management strategy.
49. The County Council's existing non-treasury investments are listed in Table 8.

Table 8: Non-Treasury Investments	31/08/21 Asset value £m	31/08/21 Rate %
Loans to Hampshire based business	9.5	4.00
Joint venture recruitment agency	0.2	5.00
Total	9.7	4.02

Compliance Report

50. The County Council confirms compliance of all treasury management activities undertaken during the period covered by this report with the CIPFA Code of Practice and the County Council's approved Treasury Management Strategy.
51. Compliance with the authorised limit and operational boundary for external debt, is demonstrated in Table 9.

Table 9: Debt Limits	2021/22 Maximum £m	31/08/21 Actual £m	2021/22 Operational Boundary £m	2021/22 Authorised Limit £m	Complied?
Borrowing	258	257	740	810	✓
PFI and Leases	141	141	140	170	✓
Total debt	399	398	880	980	✓

52. Since the operational boundary is a management tool for in-year monitoring it is not significant if the operational boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure. Although PFI and Leases debt has been above its Operational Boundary during 2021/22 to date by a minimal amount, total debt has been well below the total Operational Boundary for the entire period. It is expected that the PFI and Leases debt will fall below its Operational Boundary by 31 March 2022 following the next payment, and there are no plans for any increase in PFI liabilities.

Treasury Management Indicators

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

Interest rate exposures

54. The following indicator shows the sensitivity of the County Council's current investments and borrowing to a change in interest rates.

Table 10: Interest rate risk indicator	31/08/21 Actual	Impact of +/-1% interest rate change
Sums subject to variable interest rates		
Investment	£462m	+/- £4.6m
Borrowing	£10m	+/- £0.1m

55. Fixed rate investments and borrowings are those where the rate of interest is fixed for a year. Instruments that mature within the year are classed as variable rate.

Maturity structure of borrowing

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

Table 11: Refinancing rate risk indicator	31/08/21 Actual	Upper Limit	Lower Limit	Complied
Under 12 months	4%	50%	0%	✓
12 months and within 24 months	2%	50%	0%	✓
24 months and within 5 years	11%	50%	0%	✓
5 years and within 10 years	21%	75%	0%	✓
10 years and within 20 years	52%	75%	0%	✓
20 years and within 30 years	9%	75%	0%	✓
30 years and above	0%	100%	0%	✓

57. The County Council holds £20m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate as set dates, following which the County Council has the option to either accept the new rate or to repay the loan at no additional cost. If not repaid before maturity, these loans have an average maturity date of 12 years (minimum 6 years; maximum 24 years).

Principal sums invested for periods longer than a year

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

Table 12: Price risk indicator	2021/22	2022/23	2023/24
Actual principal invested beyond year end	£235m	£205m	£205m
Limit on principal invested beyond year end	£350m	£330m	£300m
Complied?	✓	✓	✓

59. The table includes investments in strategic pooled funds of £183m as although these can usually be redeemed at short notice, the County Council and Thames Basin Heaths intend to hold these investments for at least the medium-term.

CIPFA consultations

60. In February 2021 CIPFA launched two consultations on changes to its Prudential Code and Treasury Management Code of Practice. These follow the Public Accounts Committee's recommendation that the prudential framework should be further tightened following continued borrowing by some authorities for investment purposes. The revised codes are yet to be released, however CIPFA have released feedback documents following the February 2021 consultations, and the expected changes for the Codes are listed in the following paragraphs.

Prudential Code

61. The new Prudential Code is expected to add clarification and definitions for commercial activity and investment, and state that an authority must not borrow to invest for the primary purpose of commercial return.
62. The Prudential Code is expected to include the acceptable reasons to borrow money:
- i. financing capital expenditure primarily related to delivering a local authority's functions,
 - ii. temporary management of cash flow within the context of a balanced budget,

- iii. securing affordability by removing exposure to future interest rate rises and
 - iv. refinancing current borrowing, including replacing internal borrowing.
63. In addition, proportionality will be included as an objective, and so will include new indicators for net income from commercial and service investments to net revenue stream. There will also be a specific objective around commercial investment with the intention of embedding good practice across authorities.

Treasury Management Code

64. The new Treasury Management Code is expected to seek to strengthen decision making by including the liability benchmark as a mandatory treasury indicator. A treasury management knowledge and skills framework will also be implemented to improve knowledge in a specialist area. In addition CIPFA is expected to incorporating Environmental, Social and Governance (ESG) issues as a consideration within TMP (Treasury Management Practice) 1 Risk Management.

Arlingclose's outlook for the remainder of 2021/22

65. The medium-term global economic recovery has continued with the reopening of economies and most look set to grow at a decent pace. Recovery in world demand has been more highly concentrated in goods than in services. The UK has continued to benefit from its initial rapid vaccine rollout, which appears to have weakened the link between infections and hospitalisations.
66. The re-opening the UK economy will result in improved GDP in Quarters 2 3 although the 'pingdemic' in June and July will have restrained activity a little and exacerbated labour shortages. The more upbeat assessment is that GDP will return to its pre-Covid peak by the end of December 2021 but will be predicated on the extent and speed with which households and businesses normalise their spending and activity during the remainder of the year.
67. Inflation rose to 2.5% in June. Alongside the increase in commodity and energy prices, supply and transportation bottlenecks and the boost in prices from the lifting of restrictions, the MPC has acknowledged the potential of CPI rising to around 4% in Quarter 4 2021. However, the transitory factors affecting inflation including the low base effect of 2020 are expected to unwind over time; expectations for medium-term inflation are not elevated.

68. There is uncertainty over the size and pace of change in the labour market as companies to adjust their staffing levels and new hires to post-Covid demand and working arrangements. The number of furloughed jobs has declined and the scheme ends in September 2021.
69. Government bond yields declined after rising earlier in the year as the prospect of imminent higher policy rates receded - the Delta variant increased concerns that the pandemic will dampen confidence and weigh on growth for longer than previously expected. Some upward pressure on gilt yields could remain in the short term due to the variability of data.
70. Policymakers have begun signalling their intention of higher policy rates, albeit not just yet. At its August 2021 meeting, the MPC indicated that some modest tightening of monetary policy over the 3-year forecast period was likely to be necessary to mitigate inflation risks. At its June 2021 meeting, the majority of members of the US Federal Open Market Committee (FOMC) expected to increase the US federal funds rate (current range 0%-0.25%) twice by the end of 2023.
71. Arlingclose expects Bank Rate to remain at the current 0.10% level. Arlingclose believe the risk of movement in the immediate term remains low, although the risks over the MPC's 3-year horizon have increased and are leaning to the upside.
72. Gilt yields have fallen recently, but volatility is likely given the uncertainties over the economic outlook and central bank asset purchase programmes.
73. Longer term yields may face upward pressure towards the end of our forecast period as the economy moves back to a sustained footing and policy expectations start to strengthen.
74. Downside risks remain – the risk of further virus mutations including the Delta variant could destabilise the recovery. Downside risks also arise from potential future vaccine shortages as the demand for vaccines increases.

	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24
Official Bank Rate													
Upside risk	0.15	0.15	0.15	0.15	0.30	0.30	0.30	0.40	0.40	0.40	0.40	0.40	0.40
Arlingclose Central Case	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Downside risk	-0.10	-0.10	-0.10	-0.10	-0.15	-0.15	-0.15	-0.15	-0.15	-0.15	-0.15	-0.15	-0.15

Consultation, Equalities and Climate Change Impact Assessment

75. This report deals with the treasury management mid-year position for 2021/22, which is within year reporting matter and therefore no consultation or Equality Impact Assessments are required.

76. 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.
77. This report deals with the outturn position for the treasury management aspect of the County Council's business. In line with the CIPFA code, the County Council's treasury management investment balances are invested prioritising security, liquidity and then yield. The County Council's investments in pooled funds, which include investments in equities and bonds issued by a number of companies with exposures to a variety of issues, including those associated with Climate Change. All of the County Council's pooled funds are managed by investment managers who are signatories to the PRI (Principles for Responsible Investment), managing investments in line with their own individual responsible investment policies. The County Council's Treasury Management Advisers, Arlingclose, have advised the County Council on the suitability and selection of its pooled funds, including the investment managers' management of Environmental, Social and Governance (ESG) issues including the impact of Climate Change.
78. There are no further climate change impacts as part of this report which are concerned with financial reporting.

REQUIRED CORPORATE AND LEGAL INFORMATION:

Links to the Strategic Plan

This proposal does not link to the Strategic Plan but, nevertheless, requires a decision because it relates to the effective management of the County Council's cash balances.

Other Significant Links

Links to previous Member decisions:

<u>Title</u>	<u>Date</u>

Direct links to specific legislation or Government Directives

<u>Title</u>	<u>Date</u>

Section 100 D - Local Government Act 1972 - background documents

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

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

EQUALITIES IMPACT ASSESSMENT:

1. Equality Duty

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

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

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

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

2. Equalities Impact Assessment:

Equalities objectives are not expected to be adversely impacted by the proposals in this report.

Adults' Health and Care – Proposed Savings Options

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
OA-23-1	Older Adults – Residential Care Maximising Discharge to Assess, (D2A) arrangements from hospital and increasing availability of step up options from the community including increased use of HCC Care settings.	D2A Provides individuals with a stabilisation period during which action can be taken to facilitate a return home to live as independently as possible, reducing direct placements into permanent long term residential settings. Full utilisation of day opportunities and establishing links to health and wellbeing through these centres will provide additional support and opportunities to increase individuals' community networks, working in a strengths-based way to increase and maintain their independence, providing support to individuals and their carers. Delayed or reduced admissions to residential care.	5,400	5,400	5,400	0
OA-23-2	Older Adults – Domiciliary Care Robust application of Strengths Based Approach to reduce demand and by ensuring the needs of individuals are met by other means where appropriate.	Eligible needs met through a more personalised approach which will include family and friends, local community and voluntary sector organisations. Reduces risk of individuals becoming dependent on higher than necessary packages of care, increases and improves community networks and utilises voluntary and community sector organisations to support individuals. Potential for improved analytics facilitating proactive rather than reactive social care and more targeted and tailored interventions to maintain	902	1,500	1,500	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
		independence at home for longer. Reduction in events that see escalations in care required - delayed increases to packages. Opportunities to work to reverse frailty in some cases reducing level of paid for care. Enables a joined up approach with community health and identification of most suitable interventions that would allow an individual to remain safe at home for longer, reducing the need for commissioned services and increasing opportunities to prevent hospital admission.				
YA-23-LD1	Younger Adults – Learning Disability Younger Adults Extra Care accommodation, moving people on from residential care to supported accommodation.	Greater proportion of clients in a lower cost service whilst also enabling a greater level of independence for individuals.	138	1,052	1,651	0
YA-23-LD2	Younger Adults – Learning Disability Extension of current work on reducing challenging behaviour (Least Restrictive Practice, LRP).	Practices required by providers to mitigate the risk to carers from potentially dangerous client behaviours can be lessened through the application of an LRP approach leading to reduced support costs. Will require extension of temporary LRP staff team.	360	607	740	0
YA-23-LD3	Younger Adults – Learning Disability Greater use of universal services (review & reassess),	Reduction in demand for traditional care service as alternatives to care provided through lower cost technological solutions, whilst maintaining	1,423	2,363	2,773	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
	and extension of Strengths Based Approach and telecare.	independence for longer. Will require HCC taking a pioneering role as a major employer, reducing social isolation, developing community activities/clubs and supporting the wider Voluntary and Community Sector. Supporting economic development of the care market, including encouragement of micro-providers and adoption of Technology Enabled Care.				
YA-23-LD4	Younger Adults – Learning Disability Extension of volunteering model of care started in 2019.	Reduced support costs through use of volunteering resources to meet some elements of a personal support plan. Care needs that require registered care are still met through a regular support provider.	0	43	182	0
YA-23-LD5	Younger Adults – Learning Disability Younger Adults Extra Care 60+ accommodation, moving people on from residential care into more appropriate provision.	Greater proportion of clients in a lower cost service whilst also enabling a greater level of independence for individuals. Reduction of clients in residential care following move to Supported Living resulting in improved outcomes and financial savings.	76	385	553	0
YA-23-MH1	Younger Adults – Mental Health Greater use of universal services (review & reassess) and extension of Strengths Based Approach.	Reduction in demand for traditional care service as alternatives to care provided through lower cost technological solutions, whilst maintaining independence for longer. Will require HCC taking a pioneering role as a major employer, reducing social isolation, developing community activities/clubs and supporting the wider Voluntary and Community Sector.	135	463	664	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
YA-23-PD1	Younger Adults – Physical Disability Younger Adults Extra Care accommodation, moving people on from residential care. Moving clients with physical disabilities from residential to tenancy and Supported Living schemes.	Greater proportion of clients in a lower cost service whilst also enabling a greater level of independence for individuals. Reduction of clients in residential care following move to Supported Living resulting in improved outcomes and financial savings.	204	549	816	0
YA-23-PD2	Younger Adults – Physical Disability Greater use of universal services (review & reassess), and extension of Strengths Based Approach and telecare.	Reduction in demand for traditional care service as alternatives to care provided through lower cost technological solutions, whilst maintaining independence for longer. Will require HCC taking a pioneering role as a major employer, reducing social isolation, developing community activities/clubs and supporting the wider Voluntary and Community Sector. Supporting economic development of the care market, including encouragement of micro-providers and adoption of Technology Enabled Care.	336	889	1,132	0
YA-23-PD3	Younger Adults – Physical Disability Extension of volunteering model of care started in 2019.	Reduced support costs through use of volunteering resources to meet some elements of a personal support plan. Care needs that require registered care are still met through a regular support provider.	0	109	189	0
IH-23-1	HCC Care (In-House) Implementation of the Discharge to Assess model within HCC Care. This	The additional income to HCC will be offset, in part, by the cost of long term care purchased from external providers due to the displaced capacity within HCC	0	2,300	2,300	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
	supports the NHS with circa 80 beds to discharge people from hospital faster and is funded by the NHS.	Care. Staff may need to move sites. Positive impact for service users through improving the discharge process. Some service users may need to move between settings for longer term care support.				
HQ-23-1	Headquarters – Demand Management & Prevention Stopping all currently budgeted local and county-wide grants funded by Adult Social Care to voluntary, community and partner organisations. NB. The County Council would continue to provide insight and support to organisations to identify and target services that would be most effective in reducing demand for social care and that meet local needs, as well as help to access external grants and seek opportunities for alternative funding. Grants will still be awarded where there is an evidencable link to a further cashable reduction in care paid for by HCC.	Voluntary and community partner organisations may need to reshape their services or seek alternative sources of funding. This may increase demand on funding available from partners (e.g. health and District Councils).	0	365	365	0
HQ-23-2	Headquarters – Learning & Development (L&D)	Possible savings of approx. 50% of L&D venue hire budget if one dedicated venue was available internally with priority use by L&D.	60	60	60	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
	Development of L&D's own dedicated training venue(s) within HCC estate.					
HQ-23-3	Headquarters – L&D Income Generation savings in addition to existing Tt2021 target achieved through greater sales to external parties.	Minimal impact to existing staffing numbers as e-learning technology will be used to complement the face to face learning to reach a wider audience.	25	25	25	0
HQ-23-4	Headquarters – Technology Enabled Care (TEC) Implement TEC delivery that can be shown to contribute to integrated working with the NHS. Specifically identify where measurable benefits sit.	Joint funding arrangements agreed. Areas of specific interest are the 10% of referrals for people with an early diagnosis of Dementia and those at risk of falls.	0	215	215	0
HQ-23-5	Headquarters – Transformation Mobile Forms (Kirona) within the care management system no longer required.	Minimal impact, budget no longer required following closure of IT project.	75	75	75	0
HQ-23-6	Headquarters – Social Inclusion Reduction in funding for non-statutory services that support people who are homeless or at risk of homelessness. The statutory responsibility to prevent and relieve homelessness sits with District and Borough	A reduction in these services may result in an increase in the number of people sleeping rough or in temporary accommodation due to lack of support to maintain accommodation, and subsequently increase pressures across the system and costs for housing, health and adult social care. Fewer people would be able to access Adults' Health and Care funded homelessness support services	0	360	360	0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23	2023/24	Full Year Impact	Estimated Staffing Impact FTE
			£'000	£'000	£'000	
	Councils, however Adults' Health and Care currently commissions a range of accommodation based and community support services for people who are homeless.	and would need to seek assistance from District and Borough Councils. Services would continue to be provided for people who are homeless and may have eligible care and support needs as a result of mental health and/or substance misuse or other complex needs.				
GA-23-1	Governance & Assurance Staffing budget savings within Governance & Assurance through a review and restructure of the function.	Staff impact, details to be understood when exact plans (in development) have been finalised.	0	0	200	TBC
AHC-23-1	Demography & Complexity Reduction in care volumes during the Covid-19 pandemic have reduced the baseline volume of paid for care, leading to less growth funding being required. In addition, future predicted demand will continue to be diverted from the front door through use of preventative services and the Contact and resolution Team, (CART) reducing the growth in care requiring support by the County Council.	Individuals would receive more timely advice to meet early needs through the extension of demand and prevention services resulting in the people being able to continue for longer without the need to access services. CART would support by increasing resolution rates through embedding Strengths Based Approach (SBA) fully and increasing self-service rates.	1,000	6,400	6,400	0
AHC-23-2	National Funding Utilisation of additional Government funding to reduce the impact of savings	N/A	0	15,000	15,000	0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23	2023/24	Full Year Impact	Estimated Staffing Impact FTE
			£'000	£'000	£'000	
	that would otherwise need to be achieved.					
Total Adults' Health and Care			10,134	38,160	40,600	TBC

Children's Services – Proposed Savings Options

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
CS01	Central Government Funding (Expected) Government Grant 2023/24	N/A	0	6,107	6,107	0
CS02	Additional Corporate Funding Grant 2021/22	N/A	0	5,000	5,000	0
CS03	Care Leavers/Post 16 <ul style="list-style-type: none"> Review and improve internal processes to ensure that post 16 placements for young people are appropriate and suitable, and that young people move into placements designed to enhance their independence as soon as they are ready to do so. Expand supported and semi-independent accommodation in the county (in partnership with the voluntary and independent sector) to provide more placements for post 16 young people, which are close to home. 	<p>Service Users: More appropriate and right sized local placements would be identified for post 16 CIC and CL's. Some post 16 CIC may have to leave long term high-cost placements.</p> <p>Staff: No significant impact on staff</p> <p>Politicians: This would be a positive development to provide more local and suitable placements for this cohort</p> <p>Partner: Provides an opportunity for a partner to expand and/or develop their provision in the county.</p>	0	75	75	0
CS04	Wessex Dance Academy Proposal is to seek alternative funding sources for Wessex Dance (incl. High Needs Block) and make	No impact expected across any of the stakeholder groups	0	40	40	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
	efficiencies to current service model (Income and efficiency)					
CS05	Participation Participation function is now well embedded in districts and across the service. Proposal is for this to continue with districts developing, co-ordinating and promoting this work without a specific central function.	Staff: One post at risk of redundancy	46	46	46	1
CS06	New Ways of Working Aggregated cross branch savings from new ways of working post-Covid/lockdown including buildings, travel, car parking and other related costs.	Service Users: No impact Staff: Minimal impact Politicians: No impact Partner: Minimal impact	0	224	224	0
CS07	Youth Offending Team Reduce staffing levels in the YOT by not replacing vacant posts as caseloads continue to reduce.	If the impact of youth crime prevention continues to be successful, then the numbers of young people in core youth offending business should be absorbed by the reduced staffing.	0	178	178	5
CS08	Short Breaks – Overnight Respite Close Firvale respite home for disabled children and provide alternative sources of support to families.	Service Users may receive alternative and different forms of respite care, but would still receive a service. Changes to provision and the location of provision may result in stakeholders communicating and seeking support from councillors.	100	450	450	20.6

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
		The Firvale building belongs to the NHS and so there will be an impact on HHFT as a partner in the event that HCC no longer utilises the building.				
CS09	Short Breaks Activities Use Holiday Activity and Food funding to fund relevant schemes currently commissioned via short breaks. Reshape the short breaks offer, identifying opportunities for innovative service delivery and targeted parental priorities.	Service Users: Minimal given the potential for continued HAF funding and evidence that suggests costs for activities are lower than anticipated in the latest commissioning round. Politicians: Short break activities have been subject to budget reductions in the recent past and some stakeholders and providers may seek support in relation to any proposed changes. Partners: Providers will need to collate data on those attending are eligible for free school meals. If HAF funding does not continue, there will be less funding available to deliver activities in the same way as they do today.	0	200	200	0
CS10	Sold Services: Out of Hours (OOH) Selling OOHs services to other LAs. HCC currently provides OOH for IOW, Southampton, and Portsmouth. There is interest from OLAs, including Berks.	Partners: Opportunity for regional LAs to pool resources and share in Hampshire expertise. Streamlines interactions for allied professions - Police, Education, Health and brings a coherence to	0	50	50	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
		'thresholds' for access to services that crosses several LAs				
CS11	<p>Modernising Placements Programme</p> <p>The focus of MPP is to ensure that when children and young people come into care they are placed with the most appropriate placement and support that will meet their needs, an environment which will give them the best possible start in life, and the support that they need as they move into adult life.</p> <p>MPP aims to increase the number of foster carers who work directly with the Council, rather than through other, more expensive, care providers. This includes the introduction of a new Hive foster care support network.</p> <p>New residential services (Urgent Care & Extended Care) will offer initial and ongoing support to children to find their best long-term place to live.</p> <p>The new Psychological Service will support foster carers and Residential and District staff to provide trauma informed care building on the Hampshire Approach enabling them</p>	<p>A positive impact on children and young people in care, both in the quality of the care provided through support and training, but also due to finding the best care available first-time reducing changes in carers and their homes and increasing children's sense of belonging.</p> <p>A positive impact on Foster Carers and staff, who will receive more training and support improving their experience of looking after children and young people.</p> <p>This change will be politically positive, improving the lives of children and young people in care at a lower cost.</p> <p>Staff will feel higher levels of job satisfaction through increased knowledge and skills meaning they can positively meet children's needs whilst feeling more resilient and supported in their roles.</p> <p>Partners more directly involved bringing their skills and expertise to Children's Services staff where</p>	0	2,700	4,014	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
	<p>to care for a broader number of children.</p> <p>MPP will train and support residential care home staff to improve staff retention, keeping Council, Care Home beds available, reducing the need to use more expensive private care homes.</p> <p>Work with other providers of care, outside of the County Council to ensure a fair price is paid.</p>	<p>shared development and learning can benefit children more widely.</p> <p>A tension with the external market as placements as our need for placements will still exceed what we can provided in-house. This will need to be managed through ongoing close working relationships.</p> <p>The full year impact is more than the targeted saving and will be realised beyond 2023/24.</p>				
CS12	<p>Services to Schools</p> <p>To generate additional surplus from the collective enterprise of the sold services to schools by increasing market share from Hampshire schools and those beyond Hampshire borders including consideration of pricing policy, operational efficiencies, reducing overheads and creating greater synergies between teams.</p>	<p>Potentially an opportunity to strengthen the services to Hampshire schools by becoming more customer focused.</p>	0	250	250	0
CS13	<p>Children with Additional Needs</p> <p>There are several inclusion services that are currently funded by the Local Authority. These services facilitate vulnerable children's access to education and support improved outcomes. They include the Virtual School, Hampshire and the Isle of</p>	<p>The DSG and particularly the high needs block has some existing pressures so this proposal will require careful structuring of aggregated school budgets in order to meet funding requirements.</p>	100	100	100	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
	Wight's Educational Psychology Service and the Inclusion Support Service. This project will review the functions of those services to consider which are essential statutory services and will remain funded by the Local Authority and which are services could be funded in alternative ways through the dedicated schools grant. The proposal is to review costs for the non-statutory work with schools (currently funded by the Local Authority) and consider funding them through other sources.					
CS14	Skills and Participation Cease the County Council's work on promoting the skills agenda through the creation of a skills strategy, and leave that work to the Local Enterprise Partnerships	A role will be at risk of being redundant The County Council will not have an overarching skills strategy or capacity to lead the debate in this area.	0	50	50	1
CS15	Strategic Development: Premises Costs Reduce facilities management costs by vacating the Cambridge Road office accommodation, also potentially producing a capital receipt of £600k to £800k.	Planned in conjunction with the Corporate Accommodation Board.	36	36	36	0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23	2023/24	Full Year Impact	Estimated Staffing Impact
			£'000	£'000	£'000	FTE
CS16	<p>Strategic Development: Caretaking and Cleaning</p> <p>Through more efficient budget planning and more efficient service delivery, this workstream will reduce caretaking and cleaning costs</p>	No impact expected across any of the stakeholder groups	0	30	30	1
CS17	<p>Home to School Transport</p> <p>To transform the school transport provider supply chain and the service's back-office function, including:</p> <ul style="list-style-type: none"> • The approach to dedicated contracted transport provision and optimisation of travel escorts provided directly by operators. • Contracting one or multiple schools to a single operator • Enabling the transport operator market to better develop supply chains and become more proficient in organising transport routes. This could enable operators to design transport, working directly with children, families, and schools to make more efficient transport arrangements. <p>A redesign of the Home to School Transport service achieving back-office efficiencies, such as reduction</p>	<p>There may be changes for service users in the way they transport arrangements are communicated, managed, and delivered. Journey times, key contacts, and the mix of children in a vehicle could change. Schools could work directly with one transport operator and that transport operator may work across several schools in a similar location seeking to make more efficient transport arrangements</p> <p>The responsibilities of the transport operators commissioned by HCC may change, and new responsibilities could potentially be incorporated into contracts. Currently travel escorts are almost all employed directly by HCC and assigned to a route. The escort workforce could see the proportion of escorts in the service, employed directly by HCC, reduce and more</p>	0	2,300	2,500	2

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
	in the number of invoices being processed each month.	employment opportunity with operators.				
CS18	Workforce Development Restructure Workforce Development team, reduce external commissioning bringing more delivery in-house and changing course provision. Reduce external venue hire costs.	Some courses may be delivered to achieve learning outcomes but without external accreditation. Less choice in training venues and more online delivery.	38	158	158	3
CS19	Health and Partnerships Integrating Continuing Care teams across Hampshire CSD and the CCG would provide opportunities to reduce the total FTE required from the removal of duplication and the other benefits relating to a single governance process from being a single integrated team. The process for establishing eligibility for Continuing Care, managing care packages, and administrating the process overall is currently managed by two separate teams in the CCG and Children's Services which inevitably leads to come duplication of tasks and staff time to ensure we are working jointly.	Potential for one multi-agency team managing the commissioning and quality monitoring of care packages for children eligible for continuing care which could result in an improved experience for families. Requires effective joint working between HCC and the NHS to integrate processes and governance.	0	50	50	1
CS20	Attribution of Placements Costs The proposal will ensure that all relevant and appropriate costs are reviewed and charged to the high	The proposal will not impact service users as placements will continue to be funded and young	2,211	3,000	3,000	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
	<p>needs block and as a result seeks to reduce expenditure against the HCC revenue budget.</p> <p>The allocation of cost to each budget is locally determined. The proposal is to see a greater use of the of High Needs Block to fund joint placements - both Independent Non-Maintained Special Schools (incl. SPI) and residential placements where education is provided on site. The social care contribution to current SEN INMSS or SPI placements is £5m for 20-21 academic year (adults and children social care). There are other education related costs potentially being charged to Children's social care through education provision associated with NCP placements.</p>	<p>people can continue to attend the provisions.</p> <p>There would be no impact to the provider market as the current situation will remain whereby, they invoice SEN, and the split of the cost is agreed internally. The deficit on the high needs block may increase.</p>				
CS21	<p>Services for Young Children</p> <p>Deliver efficiencies in the services approach to contact management as well as its business processes, building on changes to delivery introduced through the pandemic, where new technology has enabled a more centralised service rather than geographic model. Changes planned include:</p>	<p>Staffing reductions will be achieved through the deletion of vacant posts.</p> <p>The way in which the service communicated with parents and service providers may change, with increased self-service and use of technology.</p> <p>Providers may see change to the way in which the data for EYE funding claims is collected and</p>	105	105	105	3

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
	<ul style="list-style-type: none"> • Exploit contact management technology such as C4C. • Reducing administration resource through channel shift opportunities that increase the level of self service. • Streamline where possible, early years provider payments to reduce the number of payments made per term. <p>Ensure that the sold service function fully funds the administration resources needed.</p>	the timing and duration of payments, which has the potential to affect cashflow for providers however, any changes will remain compliant with statutory guidance.				
Total Children's Services			2,636	21,149	22,663	37.6

Economy, Transport and Environment – Proposed Savings Options

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 Concessionary Travel patronage by 2023	15% reduction in patronage (recent trend accelerated by Covid 19) leading to 15% reduction in budget	0	2,000	2,000	0
ETE04	Passenger Transport Service Reductions: Reduction in Passenger Transport and Community Transport activity	Some reduction in service offer to users	0	800	800	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
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
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
Total ETE			100	10,266	10,266	21-31

Culture, Communities and Business Services – Proposed Savings Options

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
CCBS01	Property Services: Service efficiencies through further exploitation of systems, digital technology and service reviews	Service reviews would be driven by changing organisational requirements e.g. office space, printing but may impact internal and external service users and customers. Some changes to staff roles / ways of working to realise business efficiencies.	100	300	300	0
CCBS02	Countryside and Outdoor Services: Continue commercial strategies to increase visitor and income growth across all sites	Improved and/or new service offers and increased availability to service users. Some changes to staff roles / ways of working to realise business efficiencies and drive service integration with the potential for some staff reductions depending upon implementation options.	233	515	515	1-3
CCBS03	Regulatory Services: Further income generation and operating model efficiencies across all services	Service growth and improvement in some services will benefit partners and is anticipated to drive further service demand. Operating model changes may impact customers dependent on outcome of reviews and delivery model. Changes to ways of working and work patterns will benefit customers / service users and will impact staff e.g. changes to work patterns, work locations, contractual changes.	385	531	531	0
CCBS04	Library and Archives Service: Operating model efficiencies, enhanced partnership	Some changes to staff roles / ways of working to realise business efficiencies and drive service integration with the potential for some staff reductions depending upon implementation	520	550	550	12

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
	working and further income generation	options. Improved customer journey through enhanced digital presence and platforms.				
CCBS05	Transformation and Business Services: New operating model for CCBS HantsDirect service. Review and integration of Broadband, Transformation and Business Support functions	Some changes to staff roles / ways of working to realise business efficiencies and drive service integration with the potential for some staff reductions depending upon implementation options. Changes to encourage greater customer contact via self-service likely to mean that ways in which customers can contact the department will be more limited for those with capacity and who have the ability to self-serve.	33	350	350	7
CCBS06	CCBS Efficiencies: Removal of CCBS Community Grant funding together with sustainable over-achievement of earlier savings programmes.	The impact of removing CCBS Community Grant funding will be partially offset by increases in the Leader's and Members' grant funding pots.	395	995	995	0
CCBS07	Emergency Planning: service review	Some changes to staff roles / ways of working to drive service improvement with the potential for staff reduction depending upon implementation options. Changes may impact customers and partners dependent on outcome of review.	0	45	45	1
CCBS08	Health and Safety service: service review	Impact on staff numbers will be considered in tandem with the review of the service as a whole, including income generation opportunities and efficiencies through processes and technology development.	0	75	75	2
Total Culture, Communities and Business Services			1,666	3,361	3,361	23-25

Corporate Services – Proposed Savings Options

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

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
	<p>captured on an on-going basis through vacancy management and released as part of the partnership's annual budget setting process.</p> <p>Maximising draws on available partnership contributions to support service development activities, currently underwritten by HCC.</p>					
IBC-02	<p>Shared Services – Integrated Business Centre</p> <p>Ringfenced reduction of 1 FTE in HCC General Enquiries team, delivered through on-going demand management.</p>	<p>Reduced headcount in the HCC General Enquiries team due to demand reduction associated with optimisation of call routing on Touch Point (automatically directing contact to Service Departments) and on-going digital channel shift of the contact model reducing volumes of telephone contact.</p>	19	19	19	1.0
IBC-03	<p>Shared Services - Integrated Business Centre</p> <p>Removal of HCC Legacy Activities not aligned to the IBC standard operating model. 3 key process areas to be addressed in 2021/22: i) Members Grants ii) Energy Payments</p>	<p>Planned reduction in the size of the payments team overseeing legacy processes for Hampshire County Council. New processes will be aligned to the standard operating model for payments through standard interfaces with Line of Business</p>	50	150	150	13.0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
	iii) Care Payments (Foster Care Payments to be addressed in 2022/23).	Systems, or through the existing 'one-time vendor / No-PO App' as appropriate, utilising the self-service principles of the standard operating model.				
TT-01	<p>Shared Services - Transformation</p> <p>Changes to the operating model reflecting a reduction in demand. Maximisation of available partnership contributions, where supporting added value programmes and projects to drive delivery of efficiency savings. Additional funding contributions will be sought to support HCC Corporate programmes, as appropriate.</p>	Potential reduction in resources could result in inability to respond flexibly to changing requirements or priorities for support for Shared Services, the department or across HCC for Corporate programmes.	0	86	86	1.0 - 2.0
IT-01	<p>IT - Technology Consolidation and Rationalisation</p> <p>Various consolidation, asset sweating, removal of technology and reduced technology specification.</p>	Various consolidation and removal of technology. Some opportunities rely on sweating assets to reduce RCCOs, for example sweating the display screen estate.	293	993	993	0.0
IT-02	<p>IT - Supply Chain efficiency</p> <p>Delivering savings from our 3rd party suppliers through negotiation, removal of redundant services and harvesting of unused software licences.</p>	Reducing external spend with our supply chain through efficiencies, removal of redundant services and driving greater value.	0	270	270	0.0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
IT-03	<p>IT - Operating Model Changes</p> <p>Changes to the operating model to drive out further efficiencies and reduce demand on the service. This will include consolidating teams and removing posts automation, chatbots on the Service Desk, and ceasing to take 'How do I' calls.</p>	Various changes to the operating model resulting in staff redundancies. vacancy management will be used wherever possible and appropriate.	361	850	850	22.0
IT-04	<p>IT - Other efficiencies</p> <p>Reducing various budget line as a result of efficiencies and different ways of working. For example, Travel & Subsistence, Data Centre power, alternative lower cost training/digital learning.</p>	Reduced incidental budgets though trend analysis supports the reductions as being achievable and sustainable.	235	235	235	0.0
IA-01	<p>Internal Audit</p> <p>Review of operating model, optimising available technology and building on the virtual audit approach adopted during the pandemic. Supplemented by additional organisations joining the Partnership or realising existing vacancies in the structure.</p>	Cultural change for Partners and SIAP staff of new operating model.	74	74	74	0.0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
SP-01	Strategic Procurement Increase the amount of income generating work the team undertakes for other local authorities, without any increase to the size of the team.	Business process efficiencies would enable Strategic Procurement to accommodate the additional workload.	0	172	172	0.0
Sub-total - Corporate Operations			1,462	3,585	3,585	38 – 42
HR, Organisation Development, Communications and Engagement						
HR-01	HR Casework Team Cease providing HR support for absence cases up to stage 1 formal absence cases (the first formal stage after informal action has concluded and has not led to the required improvement in attendance) which will require the manager to undertake any stage 1 absence cases activities without HR support. The majority of formal cases managed by the helpdesk are absence related. Manager to utilise online resources and guidance to be able to undertake the end-to-end process themselves.	Reduced requirement for HR Advisor support on the HR Helpdesk. Managers required to increase their level of competence and confidence to manage formal stage 1 cases without HR support. This may result in increased senior manager support to less experienced managers.	32	32	32	1.0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
HR-02	<p>Occupational Health (OH)</p> <p>Raise threshold for OH referrals with increased self-diagnose, triage and utilisation of the duty line - such that individuals do not always need to be seen by an Occupational Health Adviser (OHA).</p>	<p>Reduced demand on OHAs. Less staff will be seen by OH therefore managers will reduce the opportunity they have for professional input on absence/health management issues in lower risk cases. Individuals may feel that the organisation is less concerned about their well-being than previously, and managers may feel less supported by the organisation to manage absence effectively and well.</p>	38	38	38	1.0
HR-03	<p>HR general</p> <p>Savings already delivered through existing efficiency programmes.</p>	<p>No impact - savings have been achieved.</p>	32	32	32	0.0
HR-04	<p>HR Organisational Change</p> <p>Reduction of 1.0 F grade post within the HR Organisational Change team, on completion of the SP23 programme.</p>	<p>Smaller (by one post) org change team on completion of SP23 HCC programme by Depts.</p>	0	38	38	1.0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
HR-05	Leadership and Management Development Changes to operating model to drive out further efficiencies and reduce demand on services. This will include streamlining business processes and systems supporting Workforce Development activities, and removal of duplication across HR more widely.	Minimal impact expected, although there will be a requirement for some new ways of working across the wider team.	148	148	148	5.0
CE-01	Communications and Engagement Redistribute historically unallocated funding from P&R Grant budget to CES core funding.	Use of historically unallocated funding will mitigate against minimal levels of core service levels being reduced.	0	133	133	0.0
Sub-total - HR, Organisation Development, Communications and Engagement			250	421	421	8
Law and Governance						
LG-01	Legal Services – Commercial Contracts Raise contract value which requires legal advice under the Constitution to either reduce capacity to make savings or increase income.	Departments would not have to seek legal advice on fewer contracts and Legal would administer fewer contracts. The released capacity could be used to generate external income.	0	50	50	0.0
LG-02	Legal Services - Commercial Contracts Manage demand to allow a vacant post not to be filled. Capacity generated	Less capacity to scale up external income generation.	40	80	80	2.0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
	through on-going closer working with Strategic Procurement.					
LG-03	Legal Services - general Reduce printing and other general expenditure costs.	No impact	10	25	25	0.0
LG-04	Legal Services - general Increase external income through generation of new business.	Less capacity available for the County Council.	0	130	130	0.0
LG-05	Legal Services - general Increase charging rates to external clients (current charges of around £1.5 million) and to externally funded projects (current charges or around £ 200k) to reflect the true cost of delivering Legal services as a result of a more sophisticated analysis of cost.	External clients and externally funded projects will be charged more for work delivered by Legal. This will include charges to developers.	77	152	152	0.0
LG-06	Governance - Risk & Information Management of demand to increase capacity to sell services externally. In particular to consider offering a DPO service for schools and Parish Councils.	Day to day resource of the County Council would be reduced but capacity would be retained for emergencies.	0	25	25	0.0
Sub-total - Law and Governance			127	462	462	2.0
Total - Corporate Services			1,839	4,468	4,468	48 – 52

Service Area	Savings Programme reference(s)	Opportunity	Pages <i>(to be removed for final papers)</i>
Older Adults	OA-23-1	Residential Care	3 to 13
	OA-23-2	Domiciliary Care	(combined EIA)
Younger Adults	YA-23-LD1	Learning Disability – Extra Care Accommodation	14 to 20
	YA-23-PD1	Physical Disability – Extra Care Accommodation	(combined EIA)
	YA-23-LD2	Learning Disability – Least Restrictive Practice	21 to 28
	YA-23-LD3	Learning Disability – Review & Reassess	29 to 37
	YA-23-LD4	Learning Disability – Volunteering	38 to 44
	YA-23-PD3	Physical Disability - Volunteering	(combined EIA)
	YA-23-LD5	Learning Disability – 60+ Accommodation	45 to 51
	YA-23-MH1	Mental Health – Review & Reassess	52 to 61
	YA-23-PD2	Physical Disability – Review & Reassess	62 to 69
HCC Care (In-House Services)	IH-23-1	Discharge to Assess – Income Generation	70 to 78
Headquarters	HQ-23-1	Demand Management & Prevention – Grants	79 to 90
	HQ-23-2	Learning & Development – Venues	91 to 97
	HQ-23-3	Learning & Development – Income Generation	98 to 104
	HQ-23-4	Technology Enabled Care	105 to 112
	HQ-23-5	Transformation – IT Project Budget	N/A – no EIA required

	HQ-23-6	Social Inclusion	113 to 124
Governance & Assurance	GA-23-1	Operating Model	125 to 132
Funding	AHC-23-1	Demography & Complexity	N/A – no EIA required
	AHC-23-2	National Funding	N/A – no EIA required

Older Adults

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>
Older Adults – Residential Care & Domiciliary Care (OA-23-1 & OA-23-2)	EIA – AHC – Older Adults-2021/08/19

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Erica Jenner	AHC	Transformation Manager	Erica.Jenner@hants.gov.uk	03707 791775	19/08/2021	v1
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3	EIA Coordinator	Gloria Kwaw	AHC	Equality and Inclusion Manager	Gloria.Kwaw@hants.gov.uk	0370 779 4934	19/08/2021	v1

Section one – information about the service and service change

Service affected	<u>Older Adults</u>
Please provide a short description of the service / policy/project/project phase	Hampshire County Council has a statutory duty to meet the eligible care needs of an individual. Support is provided to older adults with the aim of maximising a person's independence whilst ensuring their care needs are met through a Strengths Based

	<p>Approach, thereby, putting the individual at the centre of understanding their needs and how they can achieve their goals. This support is delivered through a variety of care services including the provision of domiciliary care, residential and nursing care, short term beds and respite care.</p> <p>Some of the ways that older people aged 65 and above with eligible needs are supported include:</p> <ul style="list-style-type: none"> • helping people to remain in their own homes for as long as possible, with the aid of services such as assistive care technology, domiciliary care and Direct Payments; • supporting the health, recovery, and wellbeing of individuals through the work of our teams based in the community and hospitals, and through our Reablement and equipment services, working closely with the NHS; • providing day care, short-stays, long-term placements and specialist dementia care in County Council-run residential and nursing homes; • commissioning domiciliary care, residential and nursing placements within the private care market; • investing in alternative accommodation options that help older people to remain independent while meeting the need for 24-hour care in the most cost-effective way, such as Extra Care Accommodation and Shared Lives stays.
<p>Please explain the new/changed service/policy/project</p>	<p>Reductions to the cost of providing long-term care in Older Adults services would be sought through:</p> <ul style="list-style-type: none"> • careful timing of our interventions for the most frail individuals to keep them well and stable in their own home – most especially, those over 85 years old; • working closely with our NHS partners by increasing the number of people that are enabled to return to their own home with flexible care arrangements after a hospital

- stay or visit, through a “Home First” approach;
- working closely with our NHS partners by using short-term residential care settings (including County Council-run care homes) to be able to assess people’s longer-term care needs, including following a stay in hospital – sometimes known as “Discharge to Assess”;
- reducing the number of direct placements into long-term residential settings by increasing the availability and range of alternative options for ongoing care needs, such as through commissioning more placements in Extra Care accommodation, Shared Lives short stays and day breaks, and working with the private care market as part of a refreshed Residential and Nursing Strategy;
- a modernised day service offering as an alternative to more traditional building-based care, that provides carer respite, sign-posting and direct links to classes and voluntary organisations, thereby improving carer resilience and reducing the need for paid for care;
- delaying the need for people to access more costly, statutory services by making sure they receive early and proactive support before their needs escalate;
- reducing the levels of support paid for by the County Council to help people live at home by ensuring their needs are met by other means where appropriate, including through family and friends, local community and voluntary sector organisations, and increased use of assistive care technology;
- driving performance excellence throughout the service supported by improved analytics, including the introduction of a tool to assess an individual’s level of clinical frailty;
- deliver efficiencies and reduce duplication by expanding the use of virtual technology and working closely with NHS and GP networks to join up our virtual care and virtual visit arrangements for users at home.

Engagement and consultation	
<p>The County Council's <i>Serving Hampshire Balancing the Budget</i> consultation (2021-2023) sought residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.</p>	
<p>Has any pre-consultation engagement been carried out? (Delete as appropriate)</p>	
	No
<p>Describe the consultation or engagement you have performed or are intending to perform. Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.</p>	
<p>No specific consultation has been carried out on this proposal, some of which is a continuation of previous Transformation initiatives. However, the County Council ran a major public consultation exercise over the Summer 2021 on a range of options for finding further budget savings including increasing Council Tax, using reserves and making changes to the way services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to the County Council's Cabinet in October 2021. When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required.</p> <p>Feedback from the budget consultation has been taken into consideration in shaping savings proposals where appropriate.</p>	

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Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below, 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				X		Public
Disability			X			Public
Gender reassignment		X				Public
Pregnancy and maternity		X				Public
Race			X			Public
Religion or belief		X				Public
Sex				X		Public

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

Table 2 Geographical impact

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

Area	Yes / no
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
Disability	<p>Some service users who would previously have entered residential care may not receive such services from Adults' Health and Care, but alternative community provision is available as mitigation – supporting individuals to return home.</p> <p>Some individuals may receive a lower or different amount of commissioned care, however they will still receive a level of care appropriate to meet their needs.</p>

Gender Reassignment	The limitations around choice of temporary discharge destination, while longer term needs are assessed, may result in individuals being placed in settings that provide limited privacy for individuals, however the additional stabilisation time provided through discharge to assess will result in increased opportunities for individuals to return home and alternative services to temporary beds are available.
Race	<p>Whilst there are areas that have a range of voluntary sector services that cater to different ethnicities this may not always be the case, however supporting individuals to remain at home for longer will benefit them.</p> <p>Discharge to assess temporary placements may not be able to meet all cultural needs, however as mitigation alternative services will be available including services that support individuals in their own home.</p>
Religion or Belief	<p>Whilst there are areas that have a range of voluntary sector services that cater to different religions or beliefs this may not always be the case, however the anticipated outcome that individuals remain at home safely for longer will benefit them.</p> <p>Discharge to assess temporary placements may not be geared up to meet all religious needs, however as mitigation alternative services will be available including services that support individuals in their own home.</p>
Sexual Orientation	The limitations around choice of discharge destination, while longer term needs are assessed, may result in individuals being temporarily placed in settings that provide limited privacy for individuals, however the additional stabilisation time provided through discharge to assess will result in an increased chance for individuals to return home and for those that need long term residential or nursing a longer period to identify a suitable placement. There are also alternative services available to support individuals to return home sooner.
Marriage & Civil Partnership	The limitations around choice of discharge destination, while longer term needs are assessed, may result in individuals being placed in settings away from their family, however the additional stabilisation time provided through discharge to assess will result in an increased chance for individuals to return home and for those that need long term residential or nursing a longer period to identify a suitable placement. There are also alternative services available to support individuals to return home sooner.

Poverty	There are areas of deprivation in Hampshire and some services may not be available to all, for example live in care requires a second bedroom for the carer, however alternative services will be available to support individuals.
Rurality	Some rural areas of Hampshire may have difficulty in accessing services for example Discharge to Assess beds will be located in urban or semi urban areas potentially exacerbating the lack of provision of short term services in rural areas. Alternative services will be available to support individuals.

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	Some older adults with less complex needs could receive less commissioned services from Adults' Health and Care through the increased use of universal and other voluntary sector services when compared to previous individuals who received care. Some older adults, particularly those who have had an episode of ill-health may receive alternative services to meet the immediate	All of Hampshire	Some new services (as detailed in the additional information section below) would deliver benefits to all age groups which balances the impact of lower levels of service in other areas. The outcome of the temporary service following hospital discharge will result in higher numbers of people returning home.

	care need with the intention of preventing their need escalating to long term residential care services. Some older adults may need to review their residential care setting as they transfer from self-funding their care to provision of care by Adults' Health and Care.		Levels of care provided to all older adults age groups will be closely monitored to identify any negative trends and take corrective action if required, there will also be a focus on younger older adults to work with them to improve their longer term independence.
Sex	As 62% of individuals aged 85+ are female they may be disproportionately impacted by changes to services.	All of Hampshire	The outcome of the temporary service following hospital discharge will result in higher numbers of people returning home. Alternative services to the temporary service will also be available for those who require something different.

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-consulting.
 - 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:

SP23 Older Adults Transformation programme aims to increase the independence of individuals, provide alternatives to long term residential care and deliver savings against current spending on Older Adults services by:

- Supporting individuals to meet their care needs and maintain independence in the community without the need for paid for services from Older Adults;
- Meeting an individual's care needs using a strength based approach, greater use of local community and voluntary organisations and better use of technology to reduce the demand for domiciliary care;
- Supporting a Home First approach to managing discharge from acute hospital settings;
- Reducing the need for long term residential care by providing suitable alternatives, both short term and long term, including use of temporary assessment beds following discharge from hospital.

Supporting individuals to remain safe at home for as long as possible while ensuring their eligible needs are met will reduce the deterioration that individuals may experience through being in a more controlled setting such as a hospital ward for a prolonged period of time and support people to live as independently as possible.

Box 2

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

Younger Adults

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>
Learning Disabilities & Physical Disabilities – Extra Care Accommodation (YA-23-LD1 & YA-23-PD1)	EIA-AHC-LD PD Supported Accommodation-2021/08/19

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Jenny Dixon	AHC	Strategic Commissioning Lead Younger Adults	Jenny.dixon@hants.gov.uk	07739 050567	19/08/2021	V1
2	EIA authoriser	Jess Hutchinson	AHC	Assistant Director Younger Adults	Jessica.hutchinson@hants.gov.uk	Teams	19/08/2021	V1
3	EIA Coordinator	Ed Walton	AHC	Safeguarding & Governance Senior Officer	Ed.walton@hants.gov.uk	Teams	19/08/2021	V1

Section one – information about the service and service change

Service affected	Learning Disabilities and Physical Disabilities
Please provide a short description of the service / policy/project/project phase	The project began in 2017 under the Transformation to 2017 programme and has continued through Transformation to 2019, Transformation to 2021 and on into Savings Programme 2023. The project is about increasing the number of people with learning disabilities and physical disabilities living in Supported Accommodation and reducing the number of people in those client groups living in residential care. This is through accessing a range of housing opportunities, developing supported accommodation, and the deregistration of residential care homes.
Please explain the new/changed service/policy/project	The purpose of the project is to support individuals with learning disabilities and physical disabilities to move into accommodation where they hold a tenancy which increases their rights, gives them greater security of tenure and enables them to live as adults with greater equity with the rest of the adult population. It also enables individuals to have greater choice and control over their living environments and how they live their lives.

Engagement and consultation		
<p>The County Council's <i>Serving Hampshire Balancing the Budget</i> consultation (2021-2023) sought residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.</p>		
Has any pre-consultation engagement been carried out?		
(Delete as appropriate)		
Yes		
<p>Describe the consultation or engagement you have performed or are intending to perform. Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.</p>		

There has been significant ongoing engagement throughout this programme with all stakeholders and providers and with service users and their families impacted throughout this process. It is envisaged that this would continue.

No specific consultation has been carried out on this proposal, which is a continuation of the previous Transformation initiatives. The County Council ran a major public consultation exercise over the Summer 2021 on a range of options for finding further budget savings including increasing Council Tax, using reserves and making changes to the way services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to the County Council's Cabinet in October 2021. When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required. Feedback from the budget consultation has been taken into consideration in shaping savings proposals where appropriate.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1 Impact Assessment

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

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

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Table 2 Geographical impact

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

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

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Section three: Equality Statement

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	Supporting individuals to move to Supported Accommodation will not have any effect on this protected characteristic.
Sex	Supporting individuals to move to Supported Accommodation will not have any effect on this protected characteristic.
Rurality	Supporting individuals to move to Supported Accommodation will not have any effect on this protected characteristic.

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
Disability	Supporting people with learning disabilities and physical disabilities to move to Supported Accommodation or other housing opportunities seeks to improve their quality of life and give people more choice and control of their lives. The offer would help support the Adults' Health and Care vision of people living long, healthy and happy lives with the maximum possible independence.
Poverty	People who live in residential care are only able to retain a small part of their benefit entitlement to spend as they choose. Individuals with disabilities living in Supported Accommodation or other housing where they are the tenant or owner are entitled to the full range of benefits.
Gender reassignment; Pregnancy and maternity; Race; Religion or belief; Sexual orientation; Marriage & civil partnership	Enabling people to have their own accommodation does enable individuals to have more control and live as they choose which may have benefits to any protected characteristics they may have, for example they will have greater privacy to conduct and engage in relationships with other people of their choosing, which may promote more opportunities for people to get married. There may also be beneficial impacts for individuals as they can arrange their living environment to meet their cultural or religious needs.

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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-consulting.
 - 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 project has been running since 2017, the outcomes have overall mostly been positive for individuals who have moved into new supported accommodation.

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:

Younger Adults

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>
Learning Disability - Least Restrictive Practice (YA-23-LD2)	EIA-AHC-Least Restrictive Practice-2021/08/19

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Steve Gowtridge	AH&C	Programme Manager	Steve.gowtridge@hants.gov.uk	Teams	19/08/2021	V1

2	EIA authoriser	Jess Hutchinson	AH&C	Assistant Director LD & MH	Jessica.hutchinson@hants.gov.uk	Teams	19/08/2021	V1
3	EIA Coordinator	Gloria Kwaw	AH&C	Equality and Inclusion Manager	Gloria.Kwaw@hants.gov.uk	Teams	19/08/2021	V1

Section one – information about the service and service change

Service affected	Learning Disability Services
Please provide a short description of the service / policy/project/project phase	Currently there are over 200 individuals with a learning disability living in a variety of settings including supported living and residential care for whom there is a risk that they may present behaviour that challenges. These individuals have high levels of support, typically this would mean 1:1 or 2:1 support at most times.
Please explain the new/changed service/policy/project	This would be a continuation of the current Least Restrictive Practice project that started in 2018. The roll-out of Least Restrictive Practice (LRP) and Positive Behaviour Support (PBS) across Hampshire is designed to improve the quality of life and reduce the use of restrictive practices for a relatively small cohort of people with learning disabilities that display behaviour that may challenge. This can lead to a reduction in the levels of support required by an individual as a result of a decrease in their behaviours that may challenge.

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Engagement and consultation

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

Has any pre-consultation engagement been carried out?

(Delete as appropriate)

Yes – this is a continuation of a Transformation to 2021 (T21) savings proposal, which has seen extensive engagement.		
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Describe the consultation or engagement you have performed or are intending to perform.

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

No specific consultation has been carried out on this proposal, which is an extension of a T21 initiative. However, there has been significant ongoing engagement with stakeholders and providers and with service users and their families impacted over the past 2 years. It is envisaged that this would continue.

The County Council ran a major public consultation exercise over the Summer 2021 on a range of options for finding further budget savings including increasing Council Tax, using reserves and making changes to the way services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to the County Council's Cabinet in October 2021. When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required.

The outcomes of the budget consultation show that 53% of Adult Social Care users disagree with reducing or charging for services and many responses showed concern at the potential of this occurring. The LRP project seeks to support this through reducing the levels of overall care and support by improving quality of life through reduction of restrictions and application of PBS approaches.

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.

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Table 1 Impact Assessment

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

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

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Table 2 Geographical impact

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

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

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Section three: Equality Statement

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
All with the exception of Disability	The continued roll-out of Least Restrictive Practice across Hampshire will have, at worst, a neutral impact in terms of people with protected characteristics. Its aims of increasing quality of life and reducing distress for those individuals that we work with will mean that, irrespective of someone's race, gender etc, for those people we work with we expect to see improved outcomes. The way that individuals are identified to be supported by the LRP team is based on their care and support needs as well as levels of behaviours that may challenge, irrespective of any protected characteristic.

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
Disability	The people with whom we would work are people with a learning disability who present behaviours that may challenge.

	<p>The LRP offer seeks to improve the quality of life and reduce the use of restrictive practices for people who present behaviour that may challenge. The offer would help support the Adults' Health and Care vision of people living long, healthy, and happy lives with the maximum possible independence.</p>
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Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped
 - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
 - Consider undertaking consultation/re-consulting.
 - 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:

LRP embraces all 6 key principles of Positive & Proactive Care, including:

Non – Discriminatory: *Avoiding discrimination, paying attention to groups who are vulnerable to rights violations. As demonstrated by: Using person-centred planning approaches that do not discriminate on the basis of religion or belief, race or culture, gender, sexual preference, disability, mental health; making sure staff are sensitive to culture and diversity and how interventions may affect rights.*

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:

Younger Adults

Name of SP23 proposal: LD SBA	SP23 Opportunity Reference: Please use this structure as a reference for your EIA: <i>EIA –[Department]-[title]-[year/month/day]</i>
Learning Disability – Review & Reassess (YA-23-LD3)	EIA-AHC-LD SBA-2021/08/19

EIA writer(s) and authoriser

No		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Sam Davenport	AHC	Service Manager	Samantha.davenport@hants.gov.uk	07545 41525 7	19/08/21	V1
2	EIA authoriser	Jess Hutchinson	AHC	Assistant Manager Younger Adults	Jessica.hutchinson@hants.gov.uk	01962 84796 6	19/08/21	V1
3	EIA Coordinator	Ed.walton@hants.gov.uk	AHC	Safeguarding & Governance Senior Officer	Ed.walton@hants.gov.uk	01962 84588 0	19/08/21	V1

Section one – information about the service and service change

Service affected	Learning Disabilities
Please provide a short description of the service / policy/project/project phase	<p>The learning disability service provides support provision for circa. 3,000 people who have been assessed as eligible under the Care Act 2014. The support provided includes support work, residential care, day services, Direct Payments and other forms of care and support. The current budget is £112m per year (total LD budget minus staffing costs).</p> <p>Each person who receives a service has a support plan which is reviewed regularly by Social Workers and social care practitioners. Support is provided with the aim of maximising a person's independence whilst ensuring their care needs are met through a Strengths Based Approach (SBA), thereby putting the individual at the centre of understanding their needs and how they can achieve their goals.</p>
Please explain the new/changed service/policy/project	<p>This is a continuation of the current Transformation to 2021 (T21) review programme for Learning Disability services, the outcomes of which would specifically look to deliver and maintain existing levels of support to clients where possible but through a more cost-effective method. It is likely that for a large percentage of those assessed the support that they receive would change or reduce. These people are likely to have been impacted by reductions / changes to the levels of service they previously received as a result of earlier transformation programmes.</p> <p>This would include:</p> <ul style="list-style-type: none"> • The use of volunteers where appropriate; • Review of use of transport; • A greater emphasis on community support (without a cost to the County Council); • Support to enter paid employment;

	<ul style="list-style-type: none"> • Support to develop self-sustaining networks; • More shared support options; • Time limited support to develop skills; • Implementation of technology; • Changing models of care e.g. increasing access to older persons services.
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Engagement and consultation

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

Has any pre-consultation engagement been carried out?

(Delete as appropriate)

Yes – see below		
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Describe the consultation or engagement you have performed or are intending to perform.

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

No specific consultation has been carried out on this proposal, which is an extension of a T21 initiative. However, there has been significant ongoing engagement with service users, families, stakeholders and providers via the Hampshire Learning Disability Partnership Board and the Local Implementation Groups.

The County Council ran a major public consultation exercise over the Summer 2021 on a range of options for finding further budget savings including increasing Council Tax, using reserves and making changes to the way services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to the County Council's Cabinet in October 2021. When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required.

The results of the Balancing the Budget consultation show that 53% of Adult Social Care users disagree with reducing or charging for services and many responses showed concern at the potential of this occurring. The SBA/reviews workstream will result in less paid for services for some people; the County Council will continue to ensure all eligible needs are met.

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			X			Public
Disability					X	Public
Gender reassignment		X				Public
Pregnancy and maternity		X				Public

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

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Table 2 Geographical impact

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

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

Fareham	
Gosport	
Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

Section three: Equality Statement

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	Some older people with a learning disability would move to new accommodation, either Extra Care, Older Persons residential or nursing care. An assessment of need would be carried out with the person, their family, support network and if appropriate advocate. If it is identified that the person would benefit from Older Adults services, then detailed planning would be undertaken to ensure it would best meet their needs. All activity would be in line with the Care Act 2014, Mental Capacity Act 1983, and Human Rights Act 1998. Learning from previous

	experience, we would be working with providers to identify services which would be successful for people with learning and physical disabilities.
Gender reassignment	The assess and review project will have a neutral impact on those people with a learning disability who have the protected characteristic of gender reassignment. Currently data for this protected characteristic is not collected for people with learning disabilities. Practitioners will ensure that they treat people as individuals, irrespective of their gender.
Marriage or civil partnership	The assess and review project will have a neutral impact on those people with a learning disability who have the protected characteristic of marriage or civil partnership. Assessments & reviews are undertaken with individuals, regardless of whether they are married or in a civil partnership. Where appropriate, carers assessments will be offered to partners of individuals with a learning disability who may be undertaking caring roles. The data for this protected characteristic is available via AIS/Aspire.
Pregnancy and maternity	The assess and review project will have a neutral impact on those people with a learning disability who have the protected characteristic of pregnancy and maternity. Currently data for this protected characteristic is not collected by the County Council for people with learning disabilities.
Race	The assess and review project will have a neutral impact on those people with a learning disability who have the protected characteristic of race. Practitioners will ensure that where English is not the individual's first language, an interpreter is sourced for the assessment or review. The data for this protected characteristic is available via AIS/Aspire.
Religion or belief	The assess and review project will have a neutral impact on those people with a learning disability who have the protected characteristic of religion or belief. Practitioners will ensure that religion or belief is respected, and care provision is based on individual need. The data for this protected characteristic is available via AIS/Aspire.
Sexual orientation	The assess and review project will have a neutral impact on those people with a learning disability who have the protected characteristic of sexual orientation. The data for this protected characteristic is available via AIS/Aspire.
Sex	The assess and review project will have a neutral impact on those people with a learning disability who have the protected characteristic of sex.

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
Disability	<p>These proposals would impact upon people with learning disabilities receiving a variety of different service types. Some choices that are currently available and that are more expensive may cease to be available.</p> <p>People in receipt of supported living or care at home services may experience an overall reduction in the volume (hours) of support received on a 1:1 basis.</p> <p>It is likely for a large percentage of those assessed the support that they receive would change or reduce. These people are likely to have been impacted by reductions / changes to the levels of service they previously received as a result of earlier transformation programmes.</p>	No	<p>Assessed Care Act eligibility outcomes would still be met. Case Workers would discuss potential options with individuals who use services as part of the assessment process.</p> <p>Hampshire County Council would continue to invest in enablement services and supported employment services.</p>

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

For all characteristics marked as either having a positive impact please explain why 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-consulting.
 - 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:

Younger Adults

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>
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Learning Disability & Physical Disability – Volunteering (YA-23-LD4 & YA-23-PD3)	EIA-AHC-LD PD Volunteering-2021/08/19
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EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Ross Thorpe	AHC	Programme Manager	ross.thorpe@hants.gov.uk	01962 845083	19/08/21	V1
2	EIA authoriser	Jess Hutchinson	AHC	Assistant Director Younger Adults	Jessica.hutchinson@hants.gov.uk	01962 847966	19/08/21	V1
3	EIA Coordinator	Ed Walton	AHC	Safeguarding & Governance Senior Officer	ed.walton@hants.gov.uk	01962 845880	19/08/21	V1

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Section one – information about the service and service change

Service affected	Learning Disabilities (LD) & Physical Disabilities (PD)
Please provide a short description of the service / policy/project/project phase	<p>There are currently no schemes providing volunteer support buddies within the adult learning disability service.</p> <p>The Volunteering project across Hampshire is designed to facilitate and establish a culture of volunteer use across provider organisations.</p>

	<p>This scheme will provide a framework for volunteers to be engaged as volunteer support buddies as a 'step down' from more intensive paid support to improve enablement options. It is envisaged that this will also protect the County's care market.</p> <p>In addition to this, the programme will also seek to expand on more traditional forms of volunteering.</p> <p>As part of the Savings Programme 2023 (SP23) transformation programme, a savings target of £371k has been attached to this initiative (£182k LD and £189k PD).</p>
<p>Please explain the new/changed service/policy/project</p>	<p>Volunteers will be engaged as support buddies for service users with physical disabilities, learning disabilities and/or autism. Individual volunteer role profiles will be created in partnership with individuals, families, providers, volunteering organisations and other stakeholders. The scheme creates new ways for people with learning and/or physical disabilities to meet their assessed outcomes. The project will seek to recruit volunteers with different cultural and social backgrounds to ensure inclusivity for all service users. It should be noted that support buddies will not be replacing support workers performing regulated care tasks. All volunteers will be DBS checked.</p>

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Engagement and consultation		
<p>The County Council's <i>Serving Hampshire Balancing the Budget</i> consultation (2021-2023) sought residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.</p>		
<p>Has any pre-consultation engagement been carried out? (Delete as appropriate)</p>		
<p>Yes – see below</p>		
<p>Describe the consultation or engagement you have performed or are intending to perform. Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.</p>		

The County Council ran a major public consultation exercise over the Summer 2021 on a range of options for finding further budget savings including increasing Council Tax, using reserves and making changes to the way services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to the County Council's Cabinet in October 2021. When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required. Feedback from the budget consultation has been taken into consideration in shaping savings proposals where appropriate.

No specific consultation has been carried out on this proposal. However, in preparation for this project, both internal and external stakeholders were engaged with including volunteering and provider organisations. Providers are involved at all stages of this project with direct links to the project leads and subject matter expert.

Service users are integral to the matching process of the buddy scheme. The role profiles are based on the needs and wishes of the service users and their support network as appropriate.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1 Impact Assessment

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

Table 2 Geographical impact

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

Area	Yes / no
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 (with the exception of Disability)	The continuation of the volunteering project across Hampshire will have, at worst, a neutral impact in terms of people with protected characteristics. The department's aim will remain that all service users receive the appropriate care provision for their needs irrespective of someone's race, gender, age, religious beliefs, sex or sexual orientation and we expect to see improved outcomes for users. The way that individuals are identified for use of volunteers is based on their care and support needs as well as levels of behaviours that may challenge, irrespective of any protected characteristic. The way in which volunteers will be identified will ensure that volunteers are recruited from different cultural and social backgrounds. Furthermore, there will also be no impact on non-protected characteristics of service users considered by the County Council such as poverty or rurality.

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

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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
Disability	Support from volunteers is associated with higher self-esteem, improved wellbeing, and lower levels of social exclusion. In many areas of Hampshire, providers are finding it hard to recruit and retain support staff needed to deliver contracted hours. Increasing the use of volunteer support buddies will provide flexibility for people to have the support they need when they need it.

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-consulting.
 - 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:

Younger Adults

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>
Learning Disability - 60+ Accommodation (YA-23-LD5)	EIA-AHC-Younger Adults 60+ Accommodation-2021/08/19

EIA writer(s) and authoriser

No		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Jenny Dixon	AHC	Strategic Commissioning Lead Younger Adults	Jenny.dixon@hants.gov.uk	07739050567	19/08/21	V1
2	EIA authoriser	Jess Hutchinson	AHC	Assistant Director	Jessica.hutchinson@hants.gov.uk	01962 847966	19/08/21	V1

				Younger Adults				
3	EIA Coordinator	Ed Walton	AHC	Safeguarding & Governance Senior Officer	Ed.walton@hants.gov.uk	01962 845880	19/08/21	V1

Section one – information about the service and service change

Service affected	Learning Disabilities
Please provide a short description of the service / policy/project/project phase	The Older People with a Learning Disability Project is aimed at ensuring that people with a learning disability are enabled to live in appropriate environments as they age both in terms of the physical environment and having access to the right care and support. There are a number of people living in the community in properties which are not suitable to their aging needs, for example they may only have upstairs bedrooms and bathrooms. The support staff in some of these settings may also be less experienced/ skilled in working with individuals with frailty or needs that arise from the onset of dementia. The project is looking to move people to more appropriate settings to meet their longer-term needs associated with aging.
Please explain the new/changed service/policy/project	This project may involve moving people to other ground floor supported living opportunities or residential or nursing provision that is suitable to their age-related needs.

Engagement and consultation

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

Has any pre-consultation engagement been carried out? (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.		
<p>There has been significant ongoing engagement throughout this programme with all stakeholders and providers and with service users and their families impacted throughout this process. It is envisaged that this would continue.</p> <p>No specific consultation has been carried out on this proposal, which is a continuation of a Transformation to 2021 initiative. However, the County Council ran a major public consultation exercise over the Summer 2021 on a range of options for finding further budget savings including increasing Council Tax, using reserves and making changes to the way services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to the County Council's Cabinet in October 2021. When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required. Feedback from the budget consultation has been taken into consideration in shaping savings proposals where appropriate.</p>		

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Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1 Impact Assessment

Adults' Health and Care EIAs

Appendix 4

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

Table 2 Geographical impact

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

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

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Section three: Equality Statement

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
All except Disability and Age	The individuals who are identified and supported to move are selected on the basis of the suitability of their current residence, their physical health needs and other needs related to aging irrespective of any other protected characteristic.

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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

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
Disability	The individuals have been supported on the basis of their primary need being their learning disability; as they age and have increased physical care needs or needs related to dementia, the support arrangements and accommodation they have had may no longer be suitable or the most appropriate to meet their future needs. Enabling people to move to accommodation that does meet their age-related needs with the right support for these needs will lead to better outcomes for those individuals.
Age	Individuals are identified for this project in relation to their age for the reasons described above.

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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-consulting.
 - 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:

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Younger Adults

Name of SP23 proposal:

SP23 Opportunity Reference:

Please use this structure as a reference for your EIA:

Mental Health – Review & Reassess (YA-23-MH1)	EIA-AHC-Mental Health Review & Reassess-2021/08/19
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EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Louise Snook	AHC	PD MH Business Development Manager	Louise.Snook@hants.gov.uk	0370 779 7093	19/08/21	V1
2	EIA authoriser	Jess Hutchinson	AHC	Assistant Director Younger Adults	jessica.hutchinson@hants.gov.uk	01962 847966	19/08/21	V1
3	EIA Coordinator	Gloria Kwaw	AHC	Equality and Inclusion Manager	Gloria.Kwaw@hants.gov.uk	0370 779 4934	19/08/21	V1

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Section one – information about the service and service change

Service affected	Mental Health
Please provide a short description of the service / policy/project/project phase	Hampshire Adults' Health and Care currently fund a range of residential, nursing care and at home support packages for working age adults who have been assessed with eligible need under either the Care Act 2014 and/or the Mental Health Act 1983 and who require the use of mental health services. The current social care offer is aimed at people who present with complex needs and often a variety of diagnoses which might include psychiatric and/or psychological conditions and/or addiction. People may have lived in residential settings for many years, sometimes a long way from Hampshire.

<p>Please explain the new/changed service/policy/project</p>	<p>Mental Health teams are currently supporting around 470 people with packages of care in various care institutions. The teams will review these arrangements with individuals, using a strengths-based approach, considering how people receiving a high level of care including those in traditional models of 24-hour care can move towards greater independent living. Where it is evidenced that a person is able to move to greater independence, they will be provided with the support to enable them to make the transition and will continue to receive any support required for ongoing needs. Options for people to consider with opportunities for greater independence may include receiving support in Extra Care settings, Shared Lives, Supported Accommodation with a tenancy, improved access to Direct Payments and or a combination of all of the above.</p>
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Engagement and consultation

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

Has any pre-consultation engagement been carried out?
(Delete as appropriate)

<p>Yes</p>		
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Describe the consultation or engagement you have performed or are intending to perform.

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

No specific consultation has been carried out on this proposal, which is an extension of a Transformation to 2021 initiative. However, there has been significant ongoing engagement with service users, families, stakeholders and providers.

The County Council ran a major public consultation exercise over the Summer 2021 on a range of options for finding further budget savings including increasing Council Tax, using reserves and making changes to the way services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to the County Council's Cabinet in

October 2021. When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required. Feedback from the budget consultation has been taken into consideration in shaping savings proposals where appropriate.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1 Impact Assessment

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

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

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Table 2 Geographical impact

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

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

Fareham	
Gosport	
Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

Section three: Equality Statement

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Gender reassignment	Whilst people who would describe themselves as transgender may sometimes experience stigma and adversity, this proposal should not result in a negative impact on them, specifically as there is an opportunity to have greater control and choice over their care and support preferences in a mental health arrangement.
Pregnancy and maternity	There is currently no evidence that people who identify with this characteristic will be impacted by the project work to review all cases, as their ongoing care will be determined by their Mental Health needs and individualised support plan.

Religion or belief	People who identify with this characteristic will hold a low risk of being impacted by the project work to review all cases, as their ongoing care will be determined by their Mental Health needs and individualised support plan.
Sex	Currently in Hampshire 61% of funded Mental Health clients have identified as Male and 38% Female, however, there is currently no evidence that people who identify with this characteristic will be impacted by the project work to review all cases, as their ongoing care will be determined by their Mental Health needs and an individualised support plan that would take into account appropriate living arrangements.
Sexual orientation	People from the LGBTQ community are assessed as being at low risk of being affected negatively by this programme of work as their ongoing care will be determined by their Mental Health needs and individualised support plan.
Marriage & civil partnership	There is currently no evidence that people who identify with this characteristic will be impacted by the project work to review all cases, as their ongoing care will be determined by their Mental Health needs and individualised support plan.
Poverty	People with low income will be assessed for their eligibility for care and support and will receive a suitable level of intervention directly from Hampshire Adults' Health and Care to ensure their care arrangements promote their choices in the interests of promoting greater independent living and a healthy lifestyle.
Rurality	Residents of Hampshire who reside in more rural settings are assessed as low risk to this programme where commissioned services are available in all areas across Hampshire, enhanced by an increased set of virtual/ remote care and support opportunities available through technologically enabled care.

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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
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<p>Age</p>	<p>There is an expectation that people would move into accommodation which would meet their needs to maximise their independence. For those people growing older, this may impact on their expectation to remain in lifelong residential care if they are deemed to be capable of residing in an alternative arrangement with an appropriate level of available care and support. This could include the concern of loneliness and isolation which in turn may trigger the deterioration in an older person's mental health and ability to self-care. Similarly, those younger people with complex mental health needs who are experiencing transition into adult services would also not automatically move into 24-hour care provision.</p>	<p>No</p>	<p>Each person in receipt of a current package would be supported carefully and sensitively to understand how their needs are being assessed with the right to an advocate if required. Whilst recognising the issues affecting potential impact of 'change' for someone growing older and moving into adult services, the application of a strengths-based approach is fundamentally aimed at ensuring the person is heard and that their rights are respected by the social care professionals involved in this process. A range of contemporary supported accommodation options are also available including Extra Care for people which should minimise the risk of loneliness and isolation. Housing Providers are also working alongside this workstream to involve new 'well-being' support staff (i.e. Vivid Housing). Inclusion of NHS age-appropriate services and involvement of advocacy will be integral. Working age adults may benefit from moving from residential care into more independent accommodation.</p>
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<p>Disability</p>	<p>People using mental health services and who are often subject to Section 117 Mental Health Act are likely to feel challenged by the prospect of change to their care and support provision as a result of the associated disability they live with. Care and support provision in conjunction to accommodation arrangements are fundamental to the welfare and recovery of people experiencing problems with their mental health. Group living in residential care has been a traditional offer in Hampshire for many years and is often prescribed by medical staff for individuals on their in/out-patient treatment pathway. The prospect of developing supported living schemes for people needing support for their mental health may be subject to stigmatisation in different community settings without adequate planning, preparation and suitable support structures.</p>	<p>No</p>	<p>Residential care arrangements will continue to remain available for those people who are deemed to require 24-hour care and support. However, it is anticipated, that this would be a smaller group of people in need of 24-hour provision after a number of examples of care reviews have led to people moving into more independent supported living arrangements with great success despite the experienced level of disability. Some of the challenges which people have overcome have been achieved with the use of assistive technology, personal care packages, use of direct payments, personal health budgets and excellent health and social care support. Close partnership working with people and other care/ relevant agencies has demonstrated that living with a mental disability does not necessitate the experience of residential care. Careful community engagement and support from relevant local public and voluntary agencies would be essential when establishing new schemes and</p>
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			challenging any negative stereotypes.
Race	<p>There is an over representation of people in England who would identify themselves as from a Black Asian Minority Ethnic (BAME) background who have been or who are subject to detention in the mental health system. Many people in need of care and support packages are also subject to Section 117 Aftercare as a result of having been detained under the Mental Health Act 1983. The reduction of residential provision would impact on people from BAME backgrounds in respect to the prospect of being offered a change in their current arrangements which is sensitive to their cultural needs across all Hampshire communities. There is a risk within local communities of stigmatisation of developing housing support schemes leading to the negative impact on the mental state and stability of the scheme residents.</p>	No	<p>Accommodation for people in need of services as a result of their mental health is available in all local communities across Hampshire. The programme of developing Extra Care schemes is being rolled out to ensure each area provides access subject to eligible need. Community engagement is essential without involvement of specialist mental health housing officers in conjunction with local districts/ boroughs and Registered Social Landlords. People with BAME backgrounds will be supported by a variety of measures to stay independent including: interpreters, advocacy, direct payments, personal health budgets, assistive technology, and would be supported to access local community support in respect of their individual needs and cultural requirements.</p> <p>Current work on National Approved Mental Health Professional standards requires the service to understand more fully the diversity of the</p>

			community it serves; information is being collated, to be analysed and the impact understood.
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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-consulting.
 - 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:

Information on the protected characteristics is limited by the information recorded within the service on AIS. This project work to continue the review and reassessment of Mental Health service users is part of business as usual, with all Mental Health teams contributing to the work and overall savings target.

Service users are identified for review either where there is a change in needs or at the point of their diarised annual review. The review is carried out using strength-based principles and a personalised plan drawn up; appropriate support to enable that person

to maintain or improve their independence is put in place, taking into consideration all characteristics that may impact on the delivery of the plan.

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:

Younger Adults

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>
Physical Disability – Review & Reassess (YA-23-PD2)	EIA-AHC-PD SBA-2021/08/19

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Donna Harrison	AHC	Service Manager	Donna.harrison@hants.gov.uk	03707 791482	19/08/2021	V1
2	EIA authoriser	Jessica Hutchinson	AHC	Assistant Director	Jessica.hutchinson@hants.gov.uk	01962 847966	19/08/2021	V1

				Younger Adults				
3	EIA Coordinator	Gloria Kwaw	AHC	Equality and Inclusion manager	Gloria.kwaw@hants.gov.uk	03707 794934	19/08/2021	V1

Section one – information about the service and service change

Service affected	Physical Disabilities
Please provide a short description of the service / policy/project/project phase	<p>The Physical Disability service provides support provision for people who have been assessed as eligible under the Care Act 2014. The support provided includes support work, residential care, day services, Direct Payments and other forms of care and support.</p> <p>Each person who receives a service has a support plan which is reviewed regularly by Social Workers and social care practitioners. Support is provided with the aim of maximising a person's independence whilst ensuring their care needs are met through a Strengths Based Approach (SBA), thereby putting the individual at the centre of understanding their needs and how they can achieve their goals.</p>
Please explain the new/changed service/policy/project	<p>This is a continuation of the current Transformation to 2021 (T21) review programme for Physical Disability services, the outcomes of which would specifically look to deliver support that is most cost effective. This would include:</p> <ul style="list-style-type: none"> • The use of volunteers where appropriate; • Review of use of transport; • A greater emphasis on community support (without a cost to the council); • Support to enter paid employment; • Support to develop self-sustaining networks;

- More shared support options;
- Time limited support to develop skills;
- Implementation of technology;
- Changing models of care e.g. moving from residential care to supported living.

Engagement and consultation

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

Has any pre-consultation engagement been carried out?

(Delete as appropriate)

Yes – see below		
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Describe the consultation or engagement you have performed or are intending to perform.

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

No specific consultation has been carried out on this proposal, which is, in part, an extension of the Transformation to 2021 initiative. However, there has been significant ongoing engagement with service users, families, stakeholders and providers via co-production groups and individual service users.

The County Council ran a major public consultation exercise over the Summer 2021 on a range of options for finding further budget savings including increasing Council Tax, using reserves and making changes to the way services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to the County Council's Cabinet in October 2021. When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required.

The results of the Balancing the Budget consultation show that 53% of Adult Social Care users disagree with reducing or charging for services and many responses showed concern at the potential of this occurring. The SBA/reviews workstream will result in less paid for services for some people; the County Council will continue to ensure all eligible needs are met.

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			X			Public
Disability					X	Public
Gender reassignment		X				Public
Pregnancy and maternity		X				Public

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

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Table 2 Geographical impact

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

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

Eastleigh	
Fareham	
Gosport	
Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

Section three: Equality Statement

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	An assessment of need would be carried out with the person, their family, support network and if appropriate advocate. If it is identified that the person would benefit from services, then detailed planning would be undertaken to ensure it would best meet their needs. All activity would be in line with the Care Act 2014, Mental Capacity Act 1983 and Human Rights Act

	1998. Learning from previous experience, we would be working with providers to identify services which would be successful for people with learning and physical disabilities.
All (with the exception of Age & Disability)	<p>The continuation of the Review and Assess project across Hampshire will have, at worst, a neutral impact in terms of people with protected characteristics. Its aim of ensuring that all service users receive the appropriate care provision for their needs for those individuals that we work with will be applied, irrespective of someone's race, gender etc, and we expect to see improved outcomes for users. The way that individuals are identified to have their care provision assessed is based on their care and support needs as well as levels of behaviours that may challenge, irrespective of any protected characteristic.</p> <p>Furthermore, there will also be no impact on non-protected characteristics of service users such as poverty or rurality considered by the County Council.</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
Disability	These proposals would impact upon people with physical disabilities receiving a variety of different service types. Some choices that are currently available and that are more expensive may cease to be available.	No	Assessed Care Act eligibility outcomes would still be met. Case Workers would discuss potential options with individuals who use services as part of the assessment process.

	<p>People in receipt of supported living or care at home services may experience an overall reduction in the volume (hours) of support received on a 1:1 basis.</p> <p>It is likely for a large percentage of those assessed the support that they receive would change or reduce. These people are likely to have been impacted by reductions / changes to the levels of service they previously received as a result of earlier transformation programmes.</p>		<p>Hampshire County Council would continue to invest in enablement services and supported employment services.</p>
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If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why 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-consulting.
- 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:

HCC Care (In-House Services)

Name of SP23 proposal:	SP23 Opportunity Reference: Please use this structure as a reference for your EIA:
HCC Care (In-House Services) – Income Generation through Discharge to Assess Bedded Provision (IH-23-1)	EIA – AHC - HCC Care Income Generation - 2021/08/19

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Roger Carter	AHC	Transformation Manager	Roger.carter@hants.gov.uk	0370 779 0885	19/08/2021	V1
		Spencer Ashton-Taylor	Transformation Practice	Senior Consultant	Spencer.ashton-taylor@hants.gov.uk	0370 779 5985		
2	EIA authoriser	Karen Ashton	AHC	Assistant Director Internal Provision	karen.ashton@hants.gov.uk	0370 779 1654	19/08/21	V1
3	EIA Coordinator	Ed Walton	AHC	Safeguarding & Governance Senior Officer	Ed.walton@hants.gov.uk	01962 845880	19/08/2021	V1

Section one – information about the service and service change

<p>Service affected</p>	<p>Residential Nursing services provided at Clarence Unit at Woodcot Lodge, Willow Court, Forest Court and Ticehurst to convert to dedicated Discharge to Assess (D2A) hubs. These are an extension of a hospital ward in a dedicated care facility away from the acute hospital where dedicated health, care staff and social workers can continue rehabilitating a person and assessing their long term care needs.</p>
<p>Please provide a short description of the service</p>	<p>Reductions to the running cost of providing permanent long term care and support by optimising people's independence and delaying transfer into long term residential and nursing care by keeping people at home for longer, should this be their preferred option. It will also support income generation by covering the costs of transitional care through joint NHS and Social Care funding whilst assessing long term needs for support.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>The Clarence Unit was established as a dedicated D2A unit in June 2020 and has been increasing capacity to full 79 beds since. Willow Court, Forest Court and Ticehurst are currently Care Homes for Nursing and have been providing D2A services since late August and early September 2020 respectively. The change in service will mean that new residents in these units will receive a transitional care service following a discharge from hospital. This will include nursing care, reablement, physiotherapy and Care Act assessment for a period of around 21 days before transferring to the most suitable long term care provision. The changes to the existing services will be from long term care placement, to short term care and assessment for people being discharged from hospital, or those deemed to be at risk of an impending hospital admission (hospital admission avoidance). Staff are currently being trained to provide reablement type care to support</p>

people to gain independence and return home safely and confidently, as opposed to remaining in the service.

The potential service changes are likely to have the following impacts:

- more effective assessment and understanding of people's needs is made in the more appropriate environment, ensuring intensity of care need is understood and the person can then access the right care at the right time, in the right way;
- remove time pressure sourcing long-term services whilst people are in hospital, avoiding inappropriate placement into higher intensity, higher cost long-term residential or nursing care where unnecessary;
- avoiding unnecessary hospital admission where care need can be safely managed in the community, reducing pressure on hospitals and increasing flexibility to manage demand fluctuations;
- everyone eligible who needs longer-term support could receive this in a more personalised setting that maximises their independence, be that their own home, supported accommodation, or a care home;
- dedicated competent staff and space would be provided to make a timely assessment of people's care needs within an environment focused on reablement;
- on completion of assessment individuals will need to move between settings when they require longer-term residential care and support;
- some members of staff may need to work differently or move to different work locations.

Current permanent older adult residents of Ticehurst, Forest Court and Willow Court nursing homes will remain in these units. The vacant capacity in Forest Court and Willow Court will be re-purposed and units will not accept further permanent long term admissions.

Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) sought residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made. Feedback is currently being sought from people who have been through these services and how they might be improved.

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 specific consultation has been carried out on this proposal – however, the County Council ran a major public consultation exercise over the Summer 2021 on a range of options for finding further budget savings including increasing Council Tax, using reserves and making changes to the way services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to the County Council's Cabinet in October 2021. When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required. Feedback from the budget consultation has been taken into consideration in shaping savings proposals where appropriate.

The outcomes of the budget consultation show that 51% of users of services for older people agreed with making changes to the charging approach for non-residential social services (17% disagreed). The use of Short Term Services, and interim assessment, would help reduce the costs of non-residential care by a period of intensive reablement, ensuring the individual's independence is fully optimised before starting / restarting their non-residential care package if their long term outcome was to return home.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1 Impact Assessment

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

Sexual orientation		X				Public
Marriage & civil partnership		X				Public
Poverty		X				Public
Rurality			X			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
Disability	D2A Units will not be suitable for all people with advanced dementia or complex behavioural issues due to the nature of the service and other service users. Specific to people using the services.
Rurality	Location of units may be some distance from usual place of residence which might require longer travel times for visitors. Both for staff and people using the services.
Race	The service will be available to anyone whose needs can be met in the setting. Temporary extra care housing is available in the North of the County, where a large population of Nepalese makes up 10+% of the population. Extra Care living will allow longer average length of D2A stays, providing more time to support people with language and complex housing needs. Specific for people using the services.
Gender reassignment; Pregnancy and maternity; Religion or belief; Sex; Sexual	The only acceptance criteria for access to these services are clinical and social care need. Pregnancy and maternity for staff is already protected through current HCC Care policies and

orientation; Marriage and civil partnership; Poverty	risk assessment. Poverty is neutral as this service is non-chargeable for a set period of time, and then means tested as per the Care Act 2014.
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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

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	D2A Bedded service provision focuses mainly on Pathway 3 Patients, these are people generally 65+ but usually 85 years and older with Complex Health needs and co-morbidity. This demographic previously would have moved into long term residential or nursing care post hospital discharge. However, following the D2A bedded intervention more are seen to be returning home, as evidenced by the discharge to services outcomes tracking via multi-disciplinary care notes and onwards care monitoring. Further work will be included in the D2A project to follow the outcomes for those people returned home (i.e., readmission to acute

	hospitals in the last 3/6/12 months). For those admitted needing house clearance or equipment installation, the length of stay can be extended.
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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-consulting.
 - 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:

<p>The service is short term (average 21 days); there will also be alternative D2A provisions available such as Home Based or temporary Extra Care housing if applicable.</p> <p>Research will continue on the demographics and outcomes of people using the D2A service including how this supports carer breakdown. The additional time to allow for people to be assessed outside of an acute hospital provides time to ensure that support is provided for people who have specific language, religious and other protected characteristics that might otherwise be overlooked if there were additional time pressures to discharge into long-term onward care.</p>

Box 2

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

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Headquarters – Demand Management & Prevention - Grants

Name of SP23 proposal:

SP23 Opportunity Reference:

Please use this structure as a reference for your EIA:

***EIA –[Department]-[title]-
[year/month/day]***

Demand Management & Prevention – Grants for Voluntary and Social Enterprise Sector (HQ-23-1)	EIA-AHC-DMPCU Grants-2021/08/19
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EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Peter Stokes	AHC	Strategic Development Manager	peter.stokes@hants.gov.uk	0370 779 1037	19/08/2021	V1
		Bethany Tanton	AHC	Service Development Officer	bethany.tanton@hants.gov.uk	0370 779 2655		
2	EIA authoriser	Sarah Snowdon	AHC	Director of AHC	graham.allen@hants.gov.uk	0370 779 0744	19/08/2021	V1
3	EIA Coordinator	Ed Walton	AHC	Safeguarding and Governance Senior Officer	ed.walton@hants.gov.uk	01962 845880	19/08/2021	V1

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Section one – information about the service and service change

Service affected	Adults' Health and Care (AHC)
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<p>Please provide a short description of the service / policy/project/project phase</p>	<p>AHC currently has a grants programme which provides grant funding each year to the Voluntary Community and Social Enterprise (VCSE) sector in Hampshire to help deliver services that are targeted to those most at risk of needing social care. Responsibility for managing this grant programme sits with the Demand Management and Prevention Change Unit (DMPCU).</p>
<p>Please explain the new/changed service/policy/project</p>	<p>To stop issuing all AHC grant funding as part of the grants programme managed by DMPCU by 31 March 2023.</p>

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Engagement and consultation

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

Has any pre-consultation engagement been carried out?
(Delete as appropriate)

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

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

No specific consultation has yet been carried out on this proposal – however, the County Council ran a major public consultation exercise over the Summer 2021 on a range of options for finding further budget savings including increasing Council Tax, using reserves and making changes to the way services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to the County Council’s Cabinet in October 2021. When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required. Feedback from the budget consultation has been taken into consideration in shaping savings proposals where appropriate.

Specific Phase 2 consultation on this proposal is planned. As part of this process, we will ensure partners such as VCSE organisations (including those we currently fund or have funded in the past), District and Borough Councils, health colleagues, etc. will be aware of the consultation process and how they can take part.

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				X		Public

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

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Table 2 Geographical impact

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

Area	Yes / no
All Hampshire	Yes

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

Section three: Equality Statement

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
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Gender reassignment	Neutral – No DMPCU grants currently specifically support individuals with this protected characteristic. It is also not specifically included as one of the target characteristics in terms of current AHC DMPCU grant programme priorities.
Pregnancy and maternity	Neutral – No DMPCU grants currently specifically support individuals with this protected characteristic. It is also not specifically included as one of the target characteristics in terms of current AHC DMPCU grant programme priorities.
Religion or belief	Neutral – No DMPCU grants currently specifically support individuals with this protected characteristic. It is also not specifically included as one of the target characteristics in terms of current AHC DMPCU grant programme priorities.
Sex	Neutral – No DMPCU grants currently specifically support individuals with this protected characteristic. It is also not specifically included as one of the target characteristics in terms of current AHC DMPCU grant programme priorities.
Sexual orientation	Neutral – No DMPCU grants currently specifically support individuals with this protected characteristic. It is also not specifically included as one of the target characteristics in terms of current AHC DMPCU grant programme priorities.
Marriage & civil partnership	Neutral – No DMPCU grants currently specifically support individuals with this protected characteristic. It is also not specifically included as one of the target characteristics in terms of current AHC DMPCU grant programme priorities.

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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	Medium Negative – a significant proportion of current DMPCU grant-funded projects specifically support individuals with this protected characteristic	Countywide impact	AHC will continue to fund a team that will provide insight and support to continue VCSE activity, particularly activity supporting older

	<p>(older adults), an estimated 5,000 individuals across the County. AHC has grant funded some of these service for a number of years. Older Adults are also a key client group in terms of the current AHC grant priorities. It is rated as medium because most of these services are not fully funded by AHC grants, it can only be a proportion of the running costs. In additional projects that are fully funded are operating as pilots and so are already aware that the grant funding is short-term and applied to for the grant funds on this basis. As part of their initial application, they were assessed on their sustainability to continue running beyond the term of the grant without any further financial support from AHC.</p>		<p>adults. This includes providing support to access external grants and funding opportunities, to minimise disruption and maximise the ability for the VCSE sector to avoid costs. Utilisation and development of existing strong relationships focused on expressing AHC needs of sector. Some providers may fail, but others (both at large and community level) may see increased activity. Organisations will still be able to apply for Grant funding through the local County Councillor Grant scheme.</p>
<p>Disability</p>	<p>Medium Negative – a significant proportion of current DMPCU grant-funded projects specifically support individuals with this protected characteristic, an estimated 3,000 individuals across the County. AHC has grant funded some of these services for a</p>	<p>Countywide impact</p>	<p>AHC will continue to fund a team that will provide insight and support to continue VCSE activity, particularly activity supporting adults with disabilities. This includes providing support to access external grants and funding opportunities, to</p>

	<p>number of years. Disability is also a key focus group in terms of the current DMPCU grant priorities. It is rated as medium because most of these services are not fully funded by AHC grants, it can only be a proportion of the running costs. In additional projects that are fully funded are operating as pilots and so are already aware that the grant funding is short-term and applied for the grant funds on this basis. As part of their initial application, they were assessed on their sustainability to continue running beyond the term of the grant without any further financial support from AHC.</p>		<p>minimise disruption and maximise the ability for the VCSE sector to avoid costs. Utilisation and development of existing strong relationships focused on expressing AHC needs of sector. Some providers may fail, but others (both at large and community level) may see increased activity. Organisations will still be able to apply for Grant funding through the local County Councillor Grant scheme.</p>
<p>Race</p>	<p>Medium Negative – a small proportion of current DMPCU grant-funded projects specifically support individuals in relation to this protected characteristic – an estimated 100 individuals across the County. In particular, the impact for this characteristic is rated as medium negative because the organisations that are currently being granted-funded by the DMPCU programme (and have</p>	<p>Countywide impact</p>	<p>AHC will continue to fund a team that will provide insight and support to continue VCSE activity, particularly activity supporting adults from BAME communities. This includes providing support to access external grants and funding opportunities, to minimise disruption and maximise the ability for the VCSE sector to avoid costs. Utilisation and</p>

	<p>been grant-funded in the past) are valued and trusted sources of information and advice for BAME communities, so therefore these services (of which there are not many in Hampshire) are very important in supporting the welfare of these communities in particular. We also recognise that there may be barriers to these organisations accessing funding from other sources. It is rated as medium impact only because these projects are already aware that the grant funding is short-term and applied to for the grant funds on this basis. As part of their initial application, they were assessed on their sustainability to continue running beyond the term of the grant without any further financial support from AHC.</p>		<p>development of existing strong relationships focused on expressing AHC needs of sector. Some providers may fail, but others (both at large and community level) may see increased activity. Organisations will still be able to apply for Grant funding through the local County Councillor Grant scheme.</p>
<p>Poverty</p>	<p>Medium Negative – a significant proportion of current DMPCU grant-funded projects specifically support individuals in relation to this characteristic – an estimated 1,000 individuals across the County. AHC has grant funded some of these services for a number of years.</p>	<p>Countywide impact</p>	<p>AHC will continue to fund a team that will provide insight and support to continue VCSE activity, particularly activity supporting adults experiencing poverty. This includes providing support to access external grants and funding opportunities, to</p>

	<p>Poverty is also a key focus group in terms of the current DMPCU grant priorities. It is rated as medium because most of these services are not fully funded by AHC grants; the AHC funding can only be a proportion of the running costs. In addition, projects that are fully funded are operating as pilots and so are already aware that the grant funding is short-term and applied for the grant funds on this basis. As part of their initial application, they were assessed on their sustainability to continue running beyond the term of the grant without any further financial support from AHC.</p>		<p>minimise disruption and maximise the ability for the VCSE sector to avoid costs. Utilisation and development of existing strong relationships focused on expressing AHC needs of sector. Some providers may fail, but others (both at large and community level) may see increased activity. Organisations will still be able to apply for Grant funding through the local County Councillor Grant scheme.</p>
<p>Rurality</p>	<p>Medium Negative – a medium proportion of current DMPCU grant-funded projects specifically support individuals in relation to this characteristic – an estimated 500 individuals across the County. It is rated as medium because most of these services are not fully funded by AHC grants; the AHC funding can only be a proportion of the running costs. In addition, projects that are fully funded are</p>	<p>Countywide impact</p>	<p>AHC will continue to fund a team that will provide insight and support to continue VCSE activity, particularly activity supporting adults living in rural areas. This includes providing support to access external grants and funding opportunities, to minimise disruption and maximise the ability for the VCSE sector to avoid costs. Utilisation and development</p>

	<p>operating as pilots and so are already aware that the grant funding is short-term and applied to for the grant funds on this basis. As part of their initial application, they were assessed on their sustainability to continue running beyond the term of the grant without any further financial support from AHC.</p>		<p>of existing strong relationships focused on expressing AHC needs of sector. Some providers may fail, but others (both at large and community level) may see increased activity. Organisations will still be able to apply for Grant funding through the local County Councillor Grant scheme.</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
N/A	

Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped
 - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
 - Consider undertaking consultation/re-consulting.

- 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:

DMPCU in AHC will still provide insight and support to Voluntary Community & Social Enterprise sector (VCSE) and partners (Health and Local Councils) but no direct grant funding support will be provided. DMPCU team will be reprioritised to support organisations find and secure funding from other sources to maintain services, whilst continuing to ensure that the VCSE sector are provided with insight and data (such as demographics, risk factors to social care) to ensure that support continues to be targeted to those most at risk of needing social care (this in particular includes the following protected characteristics: Age, Disability, Race, Poverty and Rurality). Maintenance of relationships with health partners is key to help meet shared objectives e.g., Clinical Commissioning Group. Better working relationships developed with Districts post-COVID can be aligned to minimise impact on local services.

The Culture, Countryside and Business Services department (CCBS) as part of Savings Programme to 2023 are intending to remove £600,000 of grants to community organisations via the CCBS Recreation and Heritage fund and transfer £230,000 to the Leader's and Members' Grant Fund as a permanent commitment. The impact of the CCBS savings on this proposal will be minimal, as the adverse impact of the CCBS proposal is likely to be cultural and community organisations seeking capital investment for buildings, which is not something the Adults' Health and Care grant programme provides funding for. Furthermore, the additional funding to the Leader's and Member's Grants may provide some organisations who would currently apply to Adults' Health and Care for funding for smaller one-off or pump-priming support to an alternative funding source. Depending on what other changes County Council departments and wider community partners make to their own budgets and activities in relation to VCSE sector support, this change in service could potentially contribute towards greater negative cumulative effects on a number of the protected characteristics. This will be important to consider although cannot be quantified at present.

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:



Headquarters – Learning & Development

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>
Development of L&D's own dedicated training venue(s) within HCC estate (HQ-23-2)	EIA – AHC – Learning and Development Venues – 21/08/19

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EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Paul Castle	Adults Learning & Development	Business Development Manager	Paul.Castle@hants.gov.uk	0370 779 0794	19/08/2021	V1
2	EIA authoriser	Sarah Snowdon	AHC	Assistant Director Transformation & Digital	Sarah.snowdon@hants.gov.uk	01962 832480	19/08/2021	V1
3	EIA Coordinator	Ed Walton	AHC	Safeguarding & Governance Senior Officer	Ed.walton@hants.gov.uk	01962 845880	19/08/2021	V1

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Section one – information about the service and service change

Service affected	HQ – Learning & Development (L&D)
Please provide a short description of the service / policy/project/project phase	Opportunity for the L&D team to have dedicated training venue(s) in an effort to reduce expenditure on the use of external venues.

<p>Please explain the new/changed service/policy/project</p>	<p>Possible savings of approx. 50% of L&D venue hire budget if one dedicated venue was available internally with priority use by L&D.</p>
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Engagement and consultation

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

Has any pre-consultation engagement been carried out?

(Delete as appropriate)

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

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

No specific consultation has been carried out on this proposal – however, the County Council ran a major public consultation exercise over the Summer 2021 on a range of options for finding further budget savings including increasing Council Tax, using reserves and making changes to the way services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to the County Council's Cabinet in October 2021. When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required. Feedback from the budget consultation has been taken into consideration in shaping savings proposals where appropriate.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1 Impact Assessment

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

Marriage & civil partnership		X				
Poverty			X			
Rurality		X				

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
Disability	New training venue once sourced may/may not provide desired level of disabled access.
Poverty	New location may equate to additional travel costs for staff either by public transport or increased parking costs.
Age; Gender reassignment; Pregnancy and maternity; Race; Religion or belief; Sex; Sexual orientation; Marriage and civil partnership; Rurality	Neutral – No other protected characteristics will be affected by the proposed changes. As done currently, any potential new venue for training will meet the requirements for inclusivity of all staff and attendees attending the training venues.

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-consulting.
- 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:

Decision on the new venue(s) is yet to be made; the service is working with the internal corporate accommodation board to review possible options that both meet our requirement for a dedicated training venue with suitable facilities but also delivers on planned savings.

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:

At this stage, given that no decision has been made on a venue, an update to the EIA may be required at a later date.

Headquarters – Learning & Development

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>
Learning & Development – Income Generation (HQ-23-3)	EIA-AHC-Income Generation-2021/08/19

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Paul Castle	AHC Learning & Development	Business Development Manager	Paul.Castle@hants.gov.uk	0370 779 0794	19/08/21	V1
2	EIA authoriser	Sarah Snowdon	AHC	Assistant Director Transformation & Digital	sarah.snowdon@hants.gov.uk	01962 832480	19/08/21	V1
3	EIA Coordinator	Ed Walton	AHC	Safeguarding & Governance Senior Officer	Ed.walton@hants.gov.uk	01962 845880	19/08/21	V1

Section one – information about the service and service change

Service affected	Learning & Development – Income Generation
Please provide a short description of the service / policy/project/project phase	Growing opportunities for increased income mainly through the launch of the team's external E-Learning platform.
Please explain the new/changed service/policy/project	Launch of a dedicated, external only, E-Learning platform. Customers will subscribe to the service for access to content.

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Engagement and consultation

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

Has any pre-consultation engagement been carried out?

(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 specific consultation has been carried out on this proposal – however, the County Council ran a major public consultation exercise over the Summer 2021 on a range of options for finding further budget savings including increasing Council Tax, using reserves and making changes to the way services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to the County Council’s Cabinet in October 2021. When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required.

Feedback from the budget consultation has been taken into consideration in shaping savings proposals where appropriate.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1 Impact Assessment

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

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

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Table 2 Geographical impact

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

Area	Yes / no
All Hampshire	Y
Basingstoke and Deane	

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

Section three: Equality Statement

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Poverty	If agreed there may be a future requirement for staff to travel outside of county to provide Face to Face to training. However full costs will be reimbursed.

Age; Disability; Gender reassignment; Pregnancy and maternity; Race; Religion or belief; Sex; Sexual orientation; Marriage and civil partnership; Rurality	Neutral – No other protected characteristics will be affected by the proposed changes. As done currently, any training will be designed to meet the requirements for inclusivity of all staff and attendees.
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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

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-consulting.
 - 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:

Agreements on Face-to-Face training and how this will be conducted are yet to be decided.

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:

At this stage, given that no decision has been made on Face-to-Face training, an update to the EIA may be required at a later date as possibilities for additional income become clearer. This may include travel out of the county to conduct training at venues/providers.

Headquarters – Technology Enabled Care

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>
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Headquarters - Technology Enabled Care (HQ-23-4)	EIA – AHC – TEC – 2021/08/19
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EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Mark Allen	AHC	Head of TEC	Mark.allen@hants.gov.uk	01962 845056	19/08/2021	V1
2	EIA authoriser	Sarah Snowdon	AHC	Assistant Director Transformation & Digital	Sarah.snowdon@hants.gov.uk	0370 779 0744	19/08/2021	V1
3	EIA Coordinator	Ed Walton	AHC	Safeguarding & Governance Senior Officer	Ed.walton@hants.gov.uk	01962 845880	19/08/2021	V1

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Section one – information about the service and service change

Service affected	<u>Technology Enabled Care (TEC)</u>
Please provide a short description of the service / policy/project/project phase	The Adults' Health and Care department currently provides TEC services to individuals who are referred via the Dementia Advisors service and pathway. These services are the provision of technological devices that support people in various ways that help them maintain independence. These can range from remote alarms to Amazon Echoes. These individuals fall outside our prime eligibility framework (those who have assessed care needs via a Care Act assessment).

<p>Please explain the new/changed service/policy/project</p>	<p>Our proposal is to seek funding from the NHS to cover this work as it primarily and substantially supports people who have a first diagnosis of Dementia and their carers. The impact is largely on reducing the call on health services in this early stage of Dementia. In addition, we will seek to develop and offer NHS services a falls prevention intervention utilising Care Technology as we have previously been able to demonstrate positive impacts on primary health care services and admissions to hospital due to repeated falls where individuals have been unable to raise help and/or support.</p> <p>If we are unable to attract appropriate funding arrangements from other sources, we will review the provision of services currently provided by Adults' Health and Care via the Dementia Pathway and assess whether ceasing the referrals via this route will realise the savings required.</p>
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Engagement and consultation

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

Has any pre-consultation engagement been carried out?
(Delete as appropriate)

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

No specific consultation has been carried out on this proposal – however, the County Council ran a major public consultation exercise over the Summer 2021 on a range of options for finding further budget savings including increasing Council Tax, using reserves and making changes to the way services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to the County Council’s Cabinet in October 2021. When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required. Feedback from the budget consultation has been taken into consideration in shaping savings proposals where appropriate.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1 Impact Assessment

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

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

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Table 2 Geographical impact

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

Area	Yes / no
All Hampshire	Yes
Basingstoke and Deane	

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

Section three: Equality Statement

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	The assessment is neutral if we are able to source additional funding from the NHS as there would be no direct impact on service delivery. If, however, funding is not available then we would need to reduce the service. This would not impact on existing service users but would

	impact on future potential clients. These individuals would need to approach the NHS for services.
Disability	The assessment is neutral if we are able to source additional funding from the NHS as there would be no direct impact on service delivery. If, however, funding is not available then we would need to reduce the service. This would not impact on existing service users but would impact on future potential clients. These individuals would need to approach the NHS for services.
Gender reassignment	The assessment is neutral as there are no specific impacts for this protected characteristic beyond those for any individual.
Pregnancy and maternity	The assessment is neutral as there are no specific impacts for this protected characteristic beyond those for any individual.
Race	The assessment is neutral as there are no specific impacts for this protected characteristic beyond those for any individual.
Religion or belief	The assessment is neutral as there are no specific impacts for this protected characteristic beyond those for any individual.
Sex	The assessment is neutral as there are no specific impacts for this protected characteristic beyond those for any individual.
Sexual orientation	The assessment is neutral as there are no specific impacts for this protected characteristic beyond those for any individual.
Marriage & civil partnership	The assessment is neutral as there are no specific impacts for this protected characteristic beyond those for any individual.
Poverty	The assessment is neutral as there are no specific impacts for this protected characteristic beyond those for any individual.
Rurality	The assessment is neutral as there are no specific impacts for this protected characteristic beyond those for any individual.

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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	Is there a Geographical impact? If so, please explain -use list below to	Short explanation of mitigating actions
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	medium or high negative impact	identify geographical area(s)	
Age	If funding is not available, then we would need to reduce the service. This would not impact on existing service users but would impact on future potential clients. A significant proportion of people who are diagnosed with Dementia are older individuals. These individuals would need to approach the NHS for services.		We have initiated a dedicated programme to look at the opportunities to seek joint funding from the NHS for these services alongside a fall prevention initiative. Should this be successful it will mitigate the currently understood negative effects. Those service users who currently receive the service will continue to do so.
Disability	If funding is not available, then we would need to reduce the service. This would not impact on existing service users but would impact on future potential clients who are diagnosed with Dementia and require some level of support. These individuals would need to approach the NHS for services.		We have initiated a dedicated programme to look at the opportunities to seek joint funding from the NHS for these services alongside a fall prevention initiative. Should this be successful it will mitigate the currently understood negative effects. Those service users who currently receive the service will continue to do so.

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

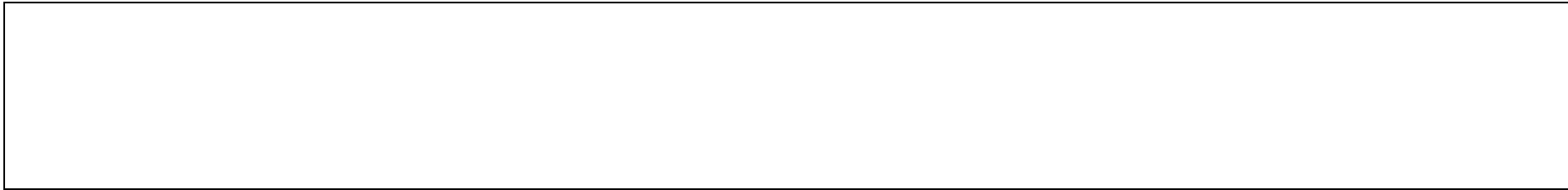
Further actions and recommendations to consider:

- 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-consulting.
 - 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:



Headquarters –

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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>
Reduction in funding available for social inclusion services (homelessness support services) (HQ-23-6)	EIA-AHC-Social Inclusion-2021/08/19

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Sarah Jeffery	AHC	Commissioning officer	Sarah.jeffery@hants.gov.uk	07894417027	19/08/21	V1

2	EIA authoriser	Sarah Snowdon	AHC	Assistant Director Transformation & Digital	Sarah.snowdon@hants.gov.uk	0370 779 0744	19/08/21	V1
3	EIA Coordinator	Gloria Kwaw	AHC	Equality and Inclusion Manager	Gloria.kwaw@hants.gov.uk	0370 779 4934	19/08/21	V1

Section one – information about the service and service change

Service affected.	<u>Social Inclusion Services (Homelessness Support Services)</u>
Please provide a short description of the service / policy/project/project phase	<p>Social inclusion services provide housing related support for people who are sleeping rough or at high risk of sleeping rough. Services support people with mental health support needs, substance misuse issues and those with a history of offending.</p> <p>Housing related support is defined as help that develops or sustains an individual's capacity to live independently in accommodation. This includes support to understand and manage the rights and responsibilities of their tenancy, manage debt and budget effectively, better manage physical health, mental health and substance misuse, and access healthcare, specialist services and Education, Training and Employment (ETE) opportunities.</p> <p>Hampshire County Council currently funds support services for 190 homeless people living in accommodation based (supported housing) schemes.</p> <p>The County Council also funds community support for people who are homeless or at risk of homelessness who have complex and multiple needs and require support to access or maintain accommodation. Approximately 200 people use community support services at any one time.</p>

<p>Please explain the new/changed service/policy/project</p>	<p>A proposed reduction of £360k in the Adults' Health and Care budget available for these services resulting in fewer people being able to access support and an increased demand for homelessness services provided by district and borough councils.</p> <p>The statutory responsibility to prevent and relieve homelessness sits with the District and Borough councils, however Adults' Health and Care currently commission a range of accommodation based and community support services for people who are homeless.</p> <p>Whilst fewer people would be able to access the specialist services funded by Adults' Health and Care, these services would continue to be available for people who are homeless and may have eligible care and support needs as a result of mental health and/or substance misuse or other complex needs.</p>
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Engagement and consultation

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

Has any pre-consultation engagement been carried out?

(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.

The County Council ran a major public consultation exercise over the Summer 2021 on a range of options for finding further budget savings including increasing Council Tax, using reserves and making changes to the way services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to the County Council's Cabinet in October 2021. When decisions are made to pursue the options, further specific 'stage 2' consultation will be carried out with stakeholders on the detailed options where required.

Feedback from the budget consultation has been taken into consideration in shaping savings proposals where appropriate.

The initial findings showed that the weight of opinion veered slightly towards disagreement with introducing new service charges, or reducing or changing services.

The respondents to the consultation were not representative of the people affected by changes to services with fewer responses from those in lower income groups or who recognise that they use Adults' Health and Care services. In addition, it was not possible to identify respondents to the consultation who may be homeless or at risk of homelessness. Therefore, if the decision is taken to continue to look at further service changes, there will need to be further in-depth 'stage 2' consultation with the public, service users and other stakeholders.

Once the initial findings from the budget consultation have been published, there will be extensive engagement with District and Borough councils and Health partners to review the future provision of these services and explore opportunities for pooled funding arrangements in recognition that these services cut across housing, social care, and health needs. Changes to services to achieve the proposed £360k reduction will be co-produced with District and Borough council partners.

It is also intended to engage and consult with other key stakeholders including Probation, the Office of the Police and Crime Commissioner, providers of services and the wider voluntary sector.

Service users will be consulted through both the completion of questionnaires and the opportunity to talk directly to County Council staff regarding the proposals.

In recognition of the complexity and importance of this area of work, we are also proposing to ask the Health and Adult Social Care Select Committee (HASC) to establish a working group to provide overview and scrutiny throughout the review period.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in 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		X				Public
Disability					X	Public
Gender reassignment		X				Public
Pregnancy and maternity		X				Public
Race		X				Public
Religion or belief		X				Public
Sex		X				Public

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

Table 2 Geographical impact

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

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

Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

Section three: Equality Statement

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	<p>Services support people aged between 18 and 64 and above where this is the most appropriate service to meet their needs. Data shows that a significant majority of service users (97%) are aged between 18 and 60. Whilst there are variations around the county, the data shows a fairly even spread within the 18 and 60 age bracket. The available data does not show a marked variation in age between the users of the different types of services.</p> <p>Access to services following the proposed reduction in budget would not be prevented on the basis of age.</p>
Gender reassignment	<p>Access to services following the proposed reduction in budget would not be prevented on the basis of gender reassignment and available data regarding use of services does not indicate that this group will be impacted by changes in this provision.</p>
Pregnancy and maternity	<p>Access to services following the proposed reduction in budget would not be prevented on the basis of pregnancy or maternity and available data regarding use of services does not indicate</p>

	that this group will be impacted by changes in this provision. Equalities data from 2020/21 will be used to further understand the current use of services.
Race	Access to services following the proposed reduction in budget would not be prevented on the basis of race. Equalities data from 2020/21 will be used to further understand the current use of services.
Religion or belief	Access to services following the proposed reduction in budget would not be prevented on the basis of religion or belief. Equalities data from 2020/21 will be used to further understand the current use of services.
Sex	All Homelessness Support services commissioned by the County Council are mixed gender. However, available data shows a variation in use of the different types of service. The majority of people using accommodation-based services are male whilst the majority of people using community support are female. Whilst access to services following the proposed reduction in budget would not be prevented on the basis of sex, an impact may be identified if one element of service provision is reduced more than another.
Sexual orientation	Access to services following the proposed reduction in budget would not be prevented on the basis of sexual orientation. Equalities data from 2020/21 will be used to further understand the current use of services.
Marriage/civil partnership	Access to services following the proposed reduction in budget would not be prevented on the basis of marriage/civil partnership. Equalities data from 2020/21 will be used to further understand the current use of services.

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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
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<p>Disability</p>	<p>In an analysis of client need completed in April 2020, it was found that over 60% of clients have mental health issues and more than 80% have substance misuse issues. A significant number also have poor physical health resulting from long term substance misuse and unmet health needs due to issues accessing services.</p> <p>A significant number of clients receive Employment Support Allowance (ESA) because of illness or disability.</p> <p>Service providers have supplied evidence that they are working with more people with complex and multiple needs. People with complex needs have a combination of mental health and drug and alcohol problems and possibly additional issues such as a learning or physical disability and offending behaviour.</p> <p>The proposed changes to services may mean that this group find it more challenging to access and maintain accommodation. This may result in an increase in homelessness and street homelessness, and associated health problems such as substance misuse and mental health issues.</p> <p>People who are homeless experience some of the worst health outcomes in England and die 30 years earlier than the general population. The average age of death for a man that is homeless is 47, and for a woman 43. Primary and</p>		<p>There will be extensive engagement with District council and Health partners to review the future provision of these services and explore opportunities for pooled funding arrangements in recognition that these services cut across housing, social care and health needs.</p> <p>Any proposed changes to services would ensure that provision focuses on meeting the needs of the most vulnerable clients with multiple and complex needs.</p> <p>The County Council would ensure that anybody affected by the proposals that may have eligible care and support needs as defined by the <i>Care Act 2014</i> can have their needs assessed by the County Council. Following assessment, they would be offered services to meet eligible needs or signposted to other community services.</p> <p>People with substance misuse issues can access support through the specialist substance misuse services commissioned by the County Council. Services can offer</p>
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	<p>secondary health services are difficult for homeless clients to access, and intensive support is often required to enable clients to engage with services to ensure that health needs are met.</p> <p>A reduction in services available for this client group may result in an increase in unmet health and social care needs and a subsequent increase in A&E attendance, hospital admissions, and demand for adult social care services.</p>		<p>support through outreach and in partnership with other organisations to increase the uptake of the service offer by harder to reach client groups.</p> <p>Where people seek homelessness prevention or relief support from District and Borough councils, housing advisors can refer those with additional support needs to other County Council funded support services, including drug and alcohol services, Wellbeing Centres, and for assessment under the <i>Care Act 2014</i>.</p>
<p>Poverty</p>	<p>Available data shows that the majority of people using Homelessness Support services are in receipt of welfare benefits. Many clients come to the attention of services when they are facing eviction due to rent arrears.</p> <p>Homelessness Support services help people to access their full entitlement of benefits, attend appointments for benefit assessments and resolve issues with benefit claims. Service providers have reported an increase in the number of people requiring this type of support following the roll out of welfare reforms and increased sanctions. Services also help people budget on a low income, access debt advice and prioritise rent payments. Whilst alternative services are available, clients with complex</p>	<p>This will depend on how the reductions are made.</p>	<p>Any proposed changes to services would ensure that provision focuses on meeting the needs of the most vulnerable clients with multiple and complex needs.</p>

	<p>needs often need support to engage with more mainstream service offers or are excluded from these services due to behaviour or substance misuse.</p> <p>For those recovering from homelessness, support to access training courses, voluntary work, education, and employment is available. Pre-employment activities are provided to support vulnerable people who are not yet ready to engage with more mainstream employment support.</p> <p>The proposed changes would result in a reduction in the services available and may result in more people being unable to navigate the benefits system without support or being sanctioned. Subsequently, more people may become homeless as a result of non-payment of rent.</p>		
<p>Rurality</p>	<p>The reduction in community support may mean that people living in more rural areas could find it harder to access the support they need as most alternative services are in larger towns or cities. People who currently receive a visiting community support service may need to travel to get support from other services which they may not be able to do due to affordability or accessibility of public transport.</p>	<p>This will depend on how the reductions are made.</p>	

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

For all characteristics marked as either having a positive impact please explain why 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-consulting.
 - 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:

Whilst other sources of support are available, the vulnerability of some of the people who use services may mean that they do not seek or access the help they need to prevent homelessness. This could result in an increase in homelessness and street homelessness, and an increase in the number of people who subsequently require services from the District and Borough Councils.

In addition, other sources of support such as Community Mental Health Services have recently undergone changes with new contracts being issued in April 2021. Changes to Hampshire's Mental Health Accommodation and Support Services have also recently taken place. Substance misuse services are currently subject to consultation as part of the Transformation to 2021 programme, with outcomes currently unknown, therefore, identified mitigations such as use of these services may not be available pending the outcome of the consultation. Linked to this, the new Prison and Probation Service, Commissioned Rehabilitative Services are dependent on Local Authority Housing Stock to support those leaving prison, therefore reductions in these services could have a compound impact on these client groups.

Lastly, the Government's stay on evictions during the pandemic has recently ceased. It is anticipated that this will lead to a rise in evictions in a few months' time once the processes have been followed, which may see increased demand for services. Therefore, there is the potential for a higher number of people to be impacted by any changes to services.

Box 2

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

Care Governance and Quality Assurance

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>
Care Governance and Quality Assurance Operating Model (GA-23-1)	EIA-AHC-Care Governance and Quality Assurance-2021/08/19

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Philippa Mellish	AHC	Head of Care Governance & Quality Assurance	philippa.mellish@hants.gov.uk	0370 779 0652	19/08/2021	V1
2	EIA authoriser	Graham Allen	AHC	Director of Adult's Health & Care	Graham.allen@hants.gov.uk	03707 795574	24/08/2021	V1
3	EIA Coordinator	Gloria Kwaw	AHC	Equality & Inclusion Manager	Gloria.kwaw@hants.gov.uk	03707 794934	19/08/2021	V1

Section one – information about the service and service change

<p>Service affected</p>	<p>Care Governance and Quality Assurance function</p> <p>All services within the Care Governance and Quality Assurance function will be included within the scope of the operating model review with the exception of Officers dedicated to support the Hampshire Safeguarding Adults Board (HSAB). This is because these posts are partnership funded and the level of resource needed to support the HSAB is subject to a resources review being overseen by the HSAB.</p> <p>The remaining teams that are within scope include:</p> <p>The Quality Team - responsible for monitoring the quality of provision across Hampshire's care market, proactively supporting providers to improve, working to prevent provider failure and coordinating the Department's response in the case of provider failure and market exit. The Team also oversee the development and implementation of the Department's Quality Assurance Framework and Care Governance Strategy, providing support and input to the Care Governance Board.</p> <p>The Customer Care Team - responsible for reporting, monitoring, responding to and learning from complaints. The team also coordinate and undertake review activity including records reviews, Critical Incident Reviews, Complex Complaint Investigations, Internal Management Reviews, Coroner's reports and Safeguarding Adult Reviews.</p> <p>Policy and Guidance Team - responsible for overseeing Departmental policies, procedures and guidance, ensuring the Department is kept abreast of, and responds effectively to, policy and legislative developments and managing the Department's work to advance inclusion and diversity, alongside the accessibility of services.</p>
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	<p>Risk and Information Governance Team - responsible for oversight and management of the Department's approach to risk, health and safety, business continuity and information governance.</p>
<p>Please provide a short description of the service / policy/project/project phase</p>	<p>This project is in its early, scoping phase. Its purpose is to review the Care Governance and Quality Assurance Operating Model with a view to identifying opportunities to reduce headcount through, for example, changing the way we work or revising the services and support provided to the Department and wider organisation.</p> <p>As the vast majority of the function's budget relates to pay costs, future savings will necessarily impact on members of the team. In so far as possible, efforts will be made to deliver savings through opportunities to rationalise resource through natural turnover - however, this will depend on the nature of roles and needs of the business.</p> <p>Detailed timings for the review and delivery of required savings have yet to be determined. Timings will take into account the fact that the function has recently concluded a restructure resulting in the deletion of four Safeguarding Administrative Officers to achieve savings under the Department's Transformation to 2019 Programme.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>The Care Governance and Quality Assurance function is required to deliver a £200,000 saving contribution to the Department's Savings Programme to 2023 (SP23) target. It is expected that these savings will need to be achieved through a reduction in the function's headcount, although for completeness consideration will be given to any other opportunities (e.g., the potential to generate income or to reduce limited non-pay budgets). The detailed changes have yet to be determined and will be developed as part of the operating model review. It is anticipated that once detailed proposals are in place, a full EIA will be completed.</p> <p>The Care Governance and Quality Assurance function has recently completed a restructure and undergone a period of instability. With this in mind, planning has not yet commenced on the operating model review to inform required SP23 savings. As this</p>

	<p>work is progressed, options for achieving savings will be considered and detailed proposals developed. Whilst all possibilities will be explored, it is likely that the majority of savings will be delivered through revising the function's support offer in order to reduce the overall headcount. The equality impacts of all options considered will inform the final proposals which in turn, will be subject to a full EIA. This cannot be completed at this stage in a meaningful way as it is not yet clear which staff will be affected.</p>
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Engagement and consultation

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

Has any pre-consultation engagement been carried out?

(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.

No specific consultation has yet been carried out on this proposal – however, the County Council ran a major public consultation exercise over the Summer 2021 on a range of options for finding further budget savings including increasing Council Tax, using reserves and making changes to the way services are delivered, which may mean reducing or withdrawing certain services. The outcome of this consultation will be presented to the County Council's Cabinet in October 2021. When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required. Feedback from the budget consultation has been taken into consideration in shaping savings proposals where appropriate.

All staff impacted will be consulted, as appropriate, prior to any decision being made to restructure services in scope. As the function primarily serves the Department, and is not customer facing, it is not envisaged that more detailed, stage two consultation will be required in addition to the Budget consultation. Where there may be an impact on the function's support to providers, or on work with partners, further consultation and engagement will be planned.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in 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

This is an overview assessment – equality impacts are not yet known The equality impacts of all options considered will inform the final proposals which in turn, will be subject to a full EIA. This cannot be completed at this stage in a meaningful way as it is not yet clear which staff will be affected.

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						

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Table 2 Geographical impact

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

Area	Yes / no
All Hampshire	n/a
Basingstoke and Deane	n/a

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

Section three: Equality Statement

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact

For all characteristics marked as either having a 'medium negative' or 'high negative', please complete 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-consulting.
 - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
 - Carry out a subsequent impact severity assessment following mitigating actions.

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

Box 2

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

As explained above, until the work to create a new Operating Model is complete, it will not become apparent what equality impacts there are, as it is not known which staff will be affected. A full EIA will need to be done before decisions are taken about the implementation of a new Operating Model.

Children's Services EIAs

Savings Programme reference(s)	Service Area
CS03	Care Leavers/Post 16
CS04	Wessex Dance
CS05	Participation
CS06	New Ways of Working (CSTP Cross Branch)
CS07	Youth Offending Team
CS08	Short Breaks – Overnight Respite
CS09	Short Breaks Activities
CS10	Sold Services: Out of Hours (OOHs)
CS11	Modernising Placements Programme (MPP)
CS12	Services to Schools
CS13	Children with Additional Needs
CS14	Skills and Participation
CS16	Strategic Development
CS17	HTST
CS18	Workforce Development
CS19	Health & Partnership
CS20	Attribution of Placement Costs
CS21	SfYC

CS03 – Care Leavers/Post 16

SP23 Equality Impact Assessment Form

Guidance containing information and considerations for Equalities Impacts and paying due regard to the Public Sector Equality duty is available [here](#). Please refer to it before undertaking your EIA.

Name of SP23 proposal: CS03: Post 16 Accommodation	SP23 Opportunity Reference: Please use this structure as a reference for your EIA: EIA –Children’s Services – Post 16 Accommodation – 2021/04/16

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EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Alison Smailes	Children’s Services	Head of SLI&SD	Alison.smailes@hants.gov.uk	Via MS Teams	16/04/21	1
2	EIA authoriser	Stuart Ashley	Children’s Services	Deputy Director	Stuart.ashley@hants.gov.uk	Via Teams	29/04/21	
3	EIA Coordinator	Betsy Locke	Children’s Services	Project Officer	eia.childrens@hants.gov.uk	Teams		

Section one – information about the service and service change

Service affected	Accommodation and support for post 16 young people
Please provide a short description of the service / policy/project/project phase	<p>This project seeks to further enhance and develop accommodation and support provision for young people aged 16-21, providing person centred and outcome focussed support to young people (including Looked After children, Care Leavers and young people known or not known yet to Children’s Services with an established connection to Hampshire). This proposal will:</p> <ul style="list-style-type: none"> - Enter into an arrangement with independent providers to better commission placements. - Collaborate with district/borough councils to identify capital build options that meet the needs of young people. - Revise the processes in place to ensure timely transition into suitable and appropriate provision for post 16 CIC.
Please explain the new/changed service/policy/project	The service will continue to be accessible to all 16–21-year-olds and will ensure through the service specification stability and quality of provision, that accommodation is provided with good transport links where appropriate. Staff will be trained appropriately to support young people with all their needs.

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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>		
Yes	No	No, but is planned to be undertaken

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

Engagement will be carried out with providers, stakeholders, district and borough councils and other authorities. The feedback received will inform the specification and detail of the project. Feedback from young people will form part of the engagement.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1 Impact Assessment

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

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

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Table 2 Geographical impact

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

Area	Yes / no
All Hampshire	Yes
Basingstoke and Deane	No (all Hants see above)

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
N/A none identified as neutral or low	

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 none identified as medium or high negative			

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
All	The service is for all 16–21-year-olds who are or have been looked after, care leavers or have a connection to Hampshire, it is accessible to all and staffed by those who are appropriately trained in meeting the specific needs of young people. The service will aim to secure even better outcomes for all young people.

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:

Staff will be trained as appropriate to support young people's needs, but at the current time there are no known impacts for staff with protected characteristics of this training.

Box 2

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

This project aims to utilise resources effectively and efficiently, in focusing on the specific needs of young people and collaborating with districts/borough and providers to provide the accommodation and support that is needed in supporting their transition to independence. There are positive impacts for those with protected characteristics.

CS04 Wessex Dance Academy

SP23 Equality Impact Assessment Form

Guidance containing information and considerations for Equalities Impacts and paying due regard to the Public Sector Equality duty is available [here](#). Please refer to it before undertaking your EIA.

Name of SP23 proposal:	SP23 Opportunity Reference:
CS04: Wessex Dance Academy	Please use this structure as a reference for your EIA: EIA –Children's Services – Wessex Dance Academy – 2021/04/16

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EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Alison Smailes	Children's Services	Head of SLI&SD	Alison.smailes@hants.gov.uk	Via MS Teams	16/04/21	1
2	EIA authoriser	Stuart Ashley	Children's Services	Deputy Director	Stuart.ashley@hants.gov.uk	Via Teams	29/04/21	
3	EIA Coordinator							

Section one – information about the service and service change

<p>Service affected</p>	<p>Wessex Dance Academy</p>
<p>Please provide a short description of the service / policy/project/project phase</p>	<p>Based on a partnership between Hampshire County Council and Hampshire Cultural trust, for over 10 years Wessex Dance Academy (WDA) has successfully delivered 12-week contemporary dance programmes three times a year (aligned with school terms) for vulnerable young people aged 15-24 across the county. The cohort of young people who benefit from WDA include children who are Looked After, Care Leavers, young people attending Education Centres, those excluded from school/at risk of being excluded as well as young people who offend/are at risk of doing so.</p> <p>WDA’s ethos is to provide a warm and nurturing environment within which young people learn to dance to a professional standard culminating in a public performance at the Theatre Royal, Winchester. The confidence gained in learning new skills within a structured day, with support on hand from skilled staff very often leads to other positive outcomes such as a return to school/entry into training/employment and improved relationships with family.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>The funding for Wessex Dance Academy (WDA) has changed over the years as the project has developed from a small-scale project into an established programme for vulnerable young people. The Academy currently runs three cohorts a year and is now ten years old. As the Academy continues to improve outcomes for young people the proposal is to identify and maximise opportunities for alternative sources of funding (for example increasing the fundraising opportunities), along with options for efficiencies to the current service model and delivery.</p>

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>		
Yes	No	No, but is planned to be undertaken
<p>Describe the consultation or engagement you have performed or are intending to perform.</p>		
<p>Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.</p>		
<p>We previously consulted with referrers in summer 2019. We will consult with WDA referrers about the current relevant proposals once they are scoped and agreed.</p>		

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Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1 Impact Assessment

Children’s Services EIAs

Appendix 5

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

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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
All characteristics (except age)	The WDA has a positive impact on young people who are vulnerable and for many of whom protected characteristics apply. The proposed changes will not change the benefit of the programme to young people, so these changes have been identified as neutral for both staff and public. At this stage there is no indication of negative impacts on the staff (who are mostly female) and this will be monitored as the proposal is further developed.

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>N/A – none identified as medium or high</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
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Age	The continued delivery of WDA will have a positive impact on younger people and their outcomes which the Academy has been proven to deliver from our external evaluation. Many of these young people are not currently in education, training, or employment.
-----	---

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:

As the proposal is developed the impact assessment will be improved and reviewed as appropriate and relevant.

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:

There is no low, medium or high negative impacts identified



CS05 ParticipationSP23 Equality Impact Assessment Form - [Confidential](#)

Guidance containing information and considerations for Equalities Impacts and paying due regard to the Public Sector Equality duty is available [here](#). Please refer to it before undertaking your EIA.

Name of SP23 proposal: <i>CS05: Participation</i>	SP23 Opportunity Reference: Please use this structure as a reference for your EIA: <i>EIA –Children's Services – Participation – 2021/04/16</i>

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EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Alison Smailes	Children's Services	Head of SLI&SD	Alison.smailes@hants.gov.uk	Via MS Team	16/04/21	1
2	EIA authoriser	Stuart Ashley	Children's Services	Deputy Director	Stuart.ashley@hants.gov.uk	Via Teams	29/04/21	
3	EIA Coordinator	Betsy Locke	Children's Services		Eia.childrens@hants.gov.uk	0370 779 5530		

Section one – information about the service and service change

Service affected	Children and Families Branch
Please provide a short description of the service / policy/project/project phase	The participation of children and families is key to the delivery of our services and the impact of our outcomes, and is fully embedded within all teams and districts, and led locally.
Please explain the new/changed service/policy/project	As a result of the work being undertaken by districts, services and teams, the proposal is for one post to be deleted (Participation Officer) as this is no longer work that needs to be/is done or co-ordinated centrally by one person.

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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)

Yes	No	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.

A full consultation in line with HR procedures will be taken with the post holder concerned in due course as appropriate.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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		Yes				Both
Disability		Yes				Both
Gender reassignment		Yes				Both

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

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Table 2 Geographical impact

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

Area	Yes / no
All Hampshire	Yes
Basingstoke and Deane	

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

Section three: Equality Statement

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
All characteristics	The wider public and services to children and families will have neutral impact from this proposal as their will be no change experienced for them. For the post holder there will be a

	consultation as required and it is envisaged that they will be redeployed into a suitable role utilising their skills within the department
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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
<i>N/A none identified</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
N/A	

Further actions and recommendations to consider:

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

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

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

N/A

Box 2

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

There is no low, medium or high negative impacts identified

CS06 New Ways of Working

SP23 Equality Impact Assessment Form

Guidance containing information and considerations for Equalities Impacts and paying due regard to the Public Sector Equality duty is available [here](#). Please refer to it before undertaking your EIA.

Name of SP23 proposal:	SP23 Opportunity Reference: Please use this structure as a reference for your EIA: <i>EIA –CSD CS06NWOW /21/06/10</i>
C&F New Ways of Working	CS06

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EIA writer(s) and authoriser

No		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Stuart Bestwick	Children's Services	Head of Service	Stuart.Bestwick@hants.gov.uk	0370 779 6297	01/06/21	1
2	EIA authoriser	Ian Smart	Children's Services	Assistant Director	ian.smart@hants.gov.uk	0370 779 8506	09.07.21	1
3	EIA Coordinator	Betsy Locke	Children's Services		Eia.childrens@hants.gov.uk	0370 779 5530		

Section one – information about the service and service change

<p>Service affected</p>	<p>Day to day operations of Children’s Service Department (CSD) and therefore potentially all staff and some partners and service users.</p>
<p>Please provide a short description of the service / policy/project/project phase</p>	<p>During the Covid lockdown, services across CSD have adopted new and more agile ways of working using technology to work at home and connect with our partners and service users. This has resulted in a significant underspend in travel, parking, printing and could lead to potential reduction in premises cost.</p> <p>A small project team will be assigned to understand the nature of these costs and ensure the savings can be maintained (repeatable) without adversely affecting future service provision once the New Ways of Working (NWoW) have been established.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>Changes not yet identified; Individual EIAs will be revisited as the options emerge.</p>

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Engagement and consultation

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

Has any pre-consultation engagement been carried out?
(Delete as appropriate)

Yes	No	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.

There has been a corporate survey completed by staff to consider arrangements for returning to office working under the Collective Wisdom and these have informed an Open Workplace policy.

CSDMT have developed these with further engagements to interpret what the new ways of working will mean for the department. Departmental principles have been pulled together with staff. Each branch of CSD has also been developing conversations within their own services to refine the principles for returning to the office in line with their circumstances.

If there is a need identified to seek views or consult formally with any group, research and consultation will be undertaken to inform and support decision making. Individual EIAs will then be developed to support identified characteristics.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1 Impact Assessment – initial anticipated potential impacts

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

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Table 2 Geographical impact

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

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

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Section three: Equality Statement – We will consider the next sections once we have assessed and identified whether any characteristic is affected.

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	Following the analysis an EIA will be developed to support any identified characteristics
Disability	Following the analysis an EIA will be developed to support any identified characteristics
Gender reassignment	Following the analysis an EIA will be developed to support any identified characteristics
Pregnancy and maternity	Following the analysis an EIA will be developed to support any identified characteristics
Race	Following the analysis an EIA will be developed to support any identified characteristics
Religion or belief	Following the analysis an EIA will be developed to support any identified characteristics
Sex	Following the analysis an EIA will be developed to support any identified characteristics
Sexual orientation	Following the analysis an EIA will be developed to support any identified characteristics
Marriage & civil partnership	Following the analysis an EIA will be developed to support any identified characteristics
Poverty	Following the analysis an EIA will be developed to support any identified characteristics
Rurality	Following the analysis an EIA will be developed to support any identified characteristics

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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	Is there a Geographical impact? If so, please	Short explanation of mitigating actions
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	medium or high negative impact	explain -use list below to identify geographical area(s)	

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

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

Full EIAs will be developed for each workstream following analysis.

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:

CS07 Youth Offending Team

SP23 Equality Impact Assessment Form

Guidance containing information and considerations for Equalities Impacts and paying due regard to the Public Sector Equality duty is available [here](#). Please refer to it before undertaking your EIA.

Name of SP23 proposal: CS07: Youth Offending Team	SP23 Opportunity Reference: Please use this structure as a reference for your EIA: EIA –Children’s Services – YOT – 2021/04/16

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EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Alison Smailes	CSD	Head of SLI&SD	Alison.smailes@hants.gov.uk	Via MS Teams	16/04/21	1
2	EIA authoriser	Stuart Ashley	CSD	Deputy Director	Stuart.ashley@hants.gov.uk	Via Teams	29/04/21	
3	EIA Coordinator	Betsy Locke	Children's Services		Eia.childrens@hants.gov.uk	0370 779 5530		

Section one – information about the service and service change

Service affected	Hampshire Youth Offending Team
Please provide a short description of the service / policy/project/project phase	The Youth Offending team (YOT) is a multi-agency statutory partnership set up to prevent offending and reoffending of children and young people.
Please explain the new/changed service/policy/project	Over recent years the success of the Youth Justice System has been marked. There has been a significant reduction in children entering the system and in the number of children in custody. As caseloads within the YOT continue to reduce, the proposal is to decrease the staffing levels required by not replacing some posts when they become vacant and adjusting recruitment to ensure resource meets the demand.

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)

Yes	No	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.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1 Impact Assessment

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

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

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Table 2 Geographical impact

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

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

Eastleigh	
Fareham	
Gosport	
Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

Section three: Equality Statement

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
All characteristics	There is a neutral impact on both the public and staff for all characteristics – as caseloads in YOT continue to fall the number of staff required decreases, so recruitment to vacant posts will be reviewed to match resource with demand.

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>N/A none are identified as medium or high</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
N/A	

Further actions and recommendations to consider:

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

- Carry out a subsequent impact severity assessment following mitigating actions

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

N/A

Box 2

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

There is no low, medium or high negative impacts identified.

CS08 Short Breaks – Overnight Respite

SP23 Equality Impact Assessment Form

Guidance containing information and considerations for Equalities Impacts and paying due regard to the Public Sector Equality duty is available [here](#). Please refer to it before undertaking your EIA.

Name of SP23 proposal: <i>CS08: Short Breaks Overnight Respite</i>	SP23 Opportunity Reference: Please use this structure as a reference for your EIA: <i>EIA –Children’s Services – Short Breaks Overnight Respite</i>

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EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Kieran Lyons	CSD	Head of Service	Kieran.Lyons@hants.gov.uk	Via Teams	25/08/21	1
2	EIA authoriser	Suzanne Smith	CSD	Assistant Director	suzanne.smith2@hants.gov.uk	Via Teams	25/08/21	
3	EIA Coordinator	Betsy Locke	CSD		Eia.childrens@hants.gov.uk	Via Teams	25/08/21	

Section one – information about the service and service change

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<p>Service affected</p>	<p>Children with disabilities and complex needs may need specialist services from Children’s Services. For some children this can include overnight short breaks (respite), care support, technology enable care, buddies and in some cases, residential placements.</p> <p>The County Council operates one children’s home providing residential respite, Firvale in Basingstoke. The service has been closed since March 2020 due to the Covid-19 pandemic and no families have had access to the support provided from it. Additionally, all staff have been temporarily redeployed to other roles during this period.</p> <p>Other children access County Council commissioned services, delivered by external third-party providers. External services are commissioned, purchased and paid for in a variety of different ways including through contractual arrangements between the County Council and service providers, and through direct payments and personal budgets to families.</p> <p>More information can be found here: www.hants.gov.uk/socialcareandhealth/childrenandfamilies/specialneeds</p>
<p>Please provide a short description of the service / policy/project/project phase</p>	<p>The County Council is now recommending that Firvale remains closed and alternative services should be either maintained or identified for the 12 families who previously used the home. The County Council believes that alternative provision can be sourced more cost effectively than at present, whilst continuing to meet the needs of those families.</p> <p>For Firvale to remain closed, alternative provision will need to be commissioned to either replace what the 12 families were previously receiving from Firvale or to provide an alternative form of provision which continues to meet their needs. This could include respite purchased from external providers, the offer of a Direct Payment or Personal Budget, the use of Specialist Respite Care with foster carers, the use of technology in the home and the community or care support provided in the home or the community. Families who may have used Firvale in the future will also be offered these alternative services where they have been assessed as needing them.</p>

Please explain the new/changed service/policy/project

The potential service changes could have the following impacts:

- 12 Children and their families will not return to receiving their overnight respite from Firvale.
- No future families will receive their overnight respite from Firvale.
- Families will receive alternative services which could include respite purchased from external providers, the offer of a Direct Payment or Personal Budget, the use of Specialist Respite Care with foster carers, the use of technology in the home and the community or care support provided in the home or the community.
- Some families may have to travel further to access their alternative services.
- Families who are current users of Firvale may have to experience a period of adjustment as they become familiar with their new services.
- Children and their families' may benefit from increasingly modern and efficient services, enabled through further use of technology and, where appropriate, delivered within their own homes.
- Children and their families may have greater flexibility and choice in terms of the services available to support them.
- Children and families may find that the services they need are delivered in different locations, by different organisations and in different ways.
- External service providers would share greater accountability for supporting children and their families, with commissioning increasingly focussed on achieving outcomes and supporting the development of independence skills.
- The way in which services are paid for may change if voluntary and community organisations are commissioned directly by families as a result of an increase in personal budgets.

Please note:

- the County Council would continue to meet its statutory requirements
- These are examples of potential impacts; specific impacts will depend upon the options considered and agreed.

Engagement and consultation

The County Council’s *Serving Hampshire Balancing the Budget* consultation (2021-2023) sought residents' and stakeholders' views on strategic options for funding the Authority’s budget gap. The public consultation closed on 18th July 2021. Of the 2,027 responses received there were 13 comments relevant to this work.

There were five (5) respondents who expressed concerns that the outcome of these changes would be a reduction in the overall capacity of respite care, leading to increased pressures and reliance on a wider range of publicly funded services from other public sector agencies and service providers (such as NHS organisations, District and Borough Councils).

Three (3) Respondents recognised that if respite care is to be provided in new ways (such as through the voluntary and community sector) capacity building and market development will be required. Furthermore, it was acknowledged that the effective delivery of these types of services is best achieved through a collaborative approach, working with partners, including NHS organisations, District and Borough Councils and voluntary community and social enterprises.

One (1) respondent suggested that some families may find the administration of Personal Budgets an additional burden if they were provided as an alternative form of provision. Another commented that “As a parent with a special needs child this area is currently drastically underfunded”.

Irrespective of how service delivery is changed four (4) respondents emphasised the need for long-term plans to be collaborative and focused on the promotion of health and well-being for service users and families.

A detailed ‘stage two’ consultation, prior to any decisions on service specific changes are made is planned to be opened in 2022.

Has any pre-consultation engagement been carried out?

(Delete as appropriate)

Yes (Some for Short Breaks activities)	No	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.

A range of stakeholder engagement activity will be taken forward with key groups including service users and their families (through their social workers in the Disabled Childrens Teams), staff (through line management), stakeholder/advocacy groups (through service leads). A briefing is also scheduled with Trade Union representatives.

The public consultation is planned to be opened in January 2022 and will be publicised across a range of engagement channels and social media outlets.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1 Impact Assessment

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

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

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Table 2 Geographical impact

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

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

Eastleigh	
Fareham	
Gosport	
Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

Section three: Equality Statement

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
A and B – Sex, Age and Disability (medium negative)	Sex: HCC staff at Firvale are currently all female, three of whom work part time hours. Age: All service users are under 18 years of age. Of the 12 children currently allocated provision at Firvale, two are aged 17+, and a further five are 16+. These young people will commence their transition to alternative respite provision (through Adults Health & Care).

	Disability: All service users are registered disabled. For some young people a change in respite provision will be a challenging and unsettling experience.
B – All other protected characteristics (neutral)	There would be a range of other suitable services offered – the child and family would either be offered alternative respite provision, or an alternative and suitable care package would meet their assessed needs. The Council would continue to actively work with independent providers to develop the marketplace for both overnight respite and a range of other activities.

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
Sex	HCC staff at Firvale are currently all female, three of whom work on a part-time hours basis.	Firvale is located in Basingstoke, alternate roles may require additional or less travel from employees' home to work base. Until redeployment discussions commence, it will not be possible to determine what the impact will be.	As Firvale is currently closed, all staff are currently re-deployed across other Children's residential homes. We will work with displaced employees to identify suitable alternative roles and seek to maintain existing working patterns where this can be achieved. A staff consultation will be run alongside the public consultation.
Disability	All service users are registered disabled. For some young people a change in respite	The services are open to those across the county area.	A range of alternative provision will be offered to meet the assessed needs of children and young people

	provision will be a challenging and unsettling experience.		and will be done in partnership with families to minimise the impact of the transition. The fact that Firvale has not been open for 18 months will also reduce the impact of any transition.
Age	All service users are under 18 years of age. Of the 12 children currently allocated provision at Firvale, two are aged 17+, and a further five are 16+. These young people will commence their transition to alternative respite provision (through Adults Health & Care).	The services are open to those across the county area. Six of the current 12 service users live in the Basingstoke area. If service users are offered alternative respite provision to Firvale, there is potential for additional travel time to be incurred.	A range of alternative provision will be offered to meet the assessed needs of children and young people. Support with transport may be considered as part of any work with families regarding new respite provision. Within the current cohort of service users, there are seven (out of 12) who will be moving on to Adults Health & Care services in the next 18 months. Irrespective of decisions around the future of Firvale, these service users would be transitioning to alternate services.

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
N/A	

Further actions and recommendations to consider:

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

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

N/A

Box 2

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



CS09 Short Breaks Activities

SP23 Equality Impact Assessment Form

Guidance containing information and considerations for Equalities Impacts and paying due regard to the Public Sector Equality duty is available [here](#). Please refer to it before undertaking your EIA.

Name of SP23 proposal: <i>CS09: Short Breaks Activities</i>	SP23 Opportunity Reference: Please use this structure as a reference for your EIA: <i>EIA –Children's Services – Short Breaks a – August 2021</i>

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EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Laura Timms	CSD	Head of Commissioning and Service Development	Laura.Timms@hants.gov.uk	Via MS Teams	24/08/21	1
2	EIA authoriser	Suzanne Smith	CSD	Assistant Director -	Suzanne.smith2@hants.gov.uk	Via MS Teams	26/8/21	1

3	EIA Coordinator	Betsy Locke	CSD	EIA coordinator	eia.childrens@hants.gov.uk	Via MS Teams		
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Section one – information about the service and service change

Service affected	The Short Break Activities programme involves the use of grant funding to support groups and organisations in Hampshire to provide Short Break activities that enable children and young people with disabilities or additional needs to join in with safe and fun activities. They give parents or carers an opportunity to have a short break from caring.
Please provide a short description of the service / policy/project/project phase	To consider the scope, delivery and funding of commissioned short break activities identifying innovative service delivery opportunities (building on Covid learning) and targeting parental priorities. Furthermore, and subject to Holiday Activities and Food programme funding from the Department for Education continuing, this project will seek to align the HAF offer with relevant short break activities to ensure the most efficient use of public funds and reduce any duplication.
Please explain the new/changed service/policy/project	<p>The potential service changes could have the following impacts:</p> <ul style="list-style-type: none"> • Children and young people are provided with a healthy meal as part of their short break activity • More children who are eligible for Free School Meals are able to access Short Break Activities • If HAF funding does not continue, a public consultation may be required to seek views on how best to reshape the short breaks offer, maximising opportunities for innovative forms of service delivery, meeting parental priorities and to realise a £200,000 saving. • A review of available funding sources may identify alternative funding options for external providers that helps to reduce their reliance on the County Council. This could be, for example, new grants (such as the Holiday Activities and Food scheme) or contributions from families (such as Disability Living Allowance / Personal Independence Payment or parental contributions)

Engagement and consultation

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

Has any pre-consultation engagement been carried out?

Yes

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

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

A consultation was undertaken in 2020 with parents / carers and young people on the use of the Short Breaks budget. This information has informed the priorities for grant allocations. No further pre-engagement has been undertaken on these proposals and we will carry out a consultation as required before any decisions are made.

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Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1 Impact Assessment

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

Rurality		Yes				Public
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Table 2 Geographical impact

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

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

Winchester	
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Section three: Equality Statement

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age (low negative)	In the event that HAF funding does not continue, the proposal will see a potential change to the Short Breaks activities offer, and potential availability of service which will affect young people (who have a disability) and parent/carers. According to the 2019 census, parent / carers are female adults in the main (58% of carers nationally are female and 8% of carers nationally care for a disabled child).
Disability (low negative)	Short Break Activities are for children who have a disability and their parent/carers, so in the event that HAF funding is not available and there is a potential change to Short Break Activities, then people with a disability could be negatively impacted.

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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
<i>N/A – none identified as medium or high negative</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
Poverty	Assuming the HAF funding is available there is the potential for more people who are eligible for free school meals to access short break activities.

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:

There are currently no medium or high impacts identified

CS10 Sold Services Out of Hours

SP23 Equality Impact Assessment Form

Guidance containing information and considerations for Equalities Impacts and paying due regard to the Public Sector Equality duty is available [here](#). Please refer to it before undertaking your EIA.

Name of SP23 proposal:	SP23 Opportunity Reference:
<i>CS10: Sold Services – Out of Hours</i>	Please use this structure as a reference for your EIA: <i>EIA –Children’s Services – OOH – 2021/04/16</i>

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EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Alison Smailes	CSD	Head of SLI&SD	Alison.smailes@hants.gov.uk	Via MS Teams	16/04/21	1
2	EIA authoriser	Stuart Ashley	CSD	Deputy Director	Stuart.ashley@hants.gov.uk	Via Teams	29/04/21	
3	EIA Coordinator	Betsy Locke	CSD		Eia.childrens@hants.gov.uk	0370 779 5530		

Section one – information about the service and service change

<p>Service affected</p>	<p>Out of Hours Service</p>
<p>Please provide a short description of the service / policy/project/project phase</p>	<p>The Out of Hours (OOH) service currently provides a social work response where required out of ‘office’ hours (evenings, through the night and weekends). Hampshire’s service, which covers both adults and children, already provides services for the Isle of Wight, Southampton, and Portsmouth across children and/or vulnerable adults.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>The proposal is to scope the opportunities for selling our OOH services further afield to other authorities, whilst maximising our offer to current customers and maintaining our high-quality service within Hampshire. The benefit of this proposal will be to enhance the out of hours consistency of decision making and threshold for children, families, and vulnerable adults across a wider geographical area with the advantages of economies of scale.</p> <p>There is a real opportunity for regional LAs to pool resources and share in Hampshire expertise, streamlining interactions for allied professionals (such as police, health) and bringing a coherence to thresholds for access to services that cross a number of areas.</p> <p>Various models of delivery will be scoped and costed, after consulting with those organisations/authorities about what their needs and requirements might be and what they might want to buy.</p>

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<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>		
Yes	No	No, but is planned to be undertaken
<p>Describe the consultation or engagement you have performed or are intending to perform. Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.</p>		
<p>We plan to consult with partners and other authorities/organisations as part of our scoping work about what their requirements would be in purchasing out of hours services from Hampshire.</p>		

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Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1 Impact Assessment

Children’s Services EIAs

Appendix 5

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

Table 2 Geographical impact

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

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

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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
All characteristics	There are neutral equality impacts for both staff and the public in Hampshire for this proposal to extend the sold service of Out of Hours to further local authorities. The work and the service provided will be the same standard and quality within Hampshire; we would be extending and sharing our service and expertise to others who wish to buy into the service.

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>N/A no medium or high impacts identified</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
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	N/A
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Further actions and recommendations to consider:

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

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

N/A

Box 2

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

There is no low, medium or high negative equality impacts identified in this income generating proposal.
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CS11 Modernising Placements Programme

SP23 Equality Impact Assessment Form

Guidance containing information and considerations for Equalities Impacts and paying due regard to the Public Sector Equality duty is available [here](#). Please refer to it before undertaking your 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>
Modernising Placements Programme	EIA – Children’s Services – Modernising Placements Programme – 2021/03/05

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EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Amber James	Children’s Services	Head of Resource & Partnerships	amber.james@hants.gov.uk	07595 495728	05/03/21	1
2	EIA authoriser	Suzanne Smith	Children’s Services	Assistant Director	Suzanne.smith2@hants.gov.uk	Teams		
3	EIA Coordinator	Betsy Locke	Children’s Services	Workforce Development	eia.childrens@hants.gov.uk			

			Support Officer				
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Section one – information about the service and service change

Service affected	<u>Children's Services</u>
Please provide a short description of the service / policy/project/project phase	<p>Children in care are one of the most vulnerable groups in society with national and local data showing that their needs are becoming more complex as societal influences change. The cost of care is also the most significant expenditure to Hampshire County Council's (HCC) Children's Services, influenced by market forces including high demand and limited supply in the national 'market' for external provider placements. Placements in Hampshire are a mixed economy between in-house provision and external, usually private, providers.</p> <p>It is a statutory requirement for Children's Services to ensure sufficient placements that meet the needs of its children. Nationally, there continues to be a shortage of placements particularly for children with complex needs and, in Hampshire, this challenge is no different. Our foster carers approvals have not kept pace with our children's needs. At the same time, decisions made when placing complex children alongside each other are critical to each child's wellbeing. In our residential children's homes this has led to lower bed occupancy.</p> <p>The Modernising Placements Programme (MPP) is part of a wider transformation of Children's Services', which supports our vision to ensure that children and young people have the best possible start in life. The focus for MPP is to ensure that when children and young people come into care, they are provided with the most appropriate placement and support that will meet their needs.</p> <p>Over the past 12 months, MPP has undertaken extensive national, international, and other local authority research to capture the challenges we are facing, and design and plan services and responses that will help us overcome these. This discovery phase resulted in identification of areas for priority focus, and a number of service developments to respond to these.</p>

<p>Please explain the new/changed service/policy/project</p>	<p>The aim of MPP is to develop care which provides the right accommodation and support at the right time for our looked after children in Hampshire’s own provider services. It is also designed to support the shaping of the external market for the needs of Hampshire’s children. The work of MPP is broad and wide ranging.</p> <p>Within foster care the programme will aim to improve the service by:</p> <ul style="list-style-type: none"> • Improved marketing of foster care to potential foster carers • Optimising the foster carer suitability assessment process • Enhanced foster carer support from the psychological service (see below), and in the form of foster carer networks (Hampshire Hives) which will provide peer support, and • Improved relationships and contracts with Independent Fostering Agencies. <p>Within residential care, improve the experience of looked after children by:</p> <ul style="list-style-type: none"> • Introducing an Urgent and Extended Care service, providing immediate assessment of care requirements supporting transition to a permanent appropriate place of care and ongoing contact and support for children in care. • Improved training pathways for residential care staff. • Providing additional support via the Psychological Service (see below) • Improved relationships and contracts with private residential homes. <p>Introduction of a Psychological Service to:</p> <ul style="list-style-type: none"> • Increase in carers’ resilience, confidence, and capability • Increase care placement stability. • Increase foster carer recruitment and retention. • Ensure children feel valued and heard. • Embed a culture of trauma informed parenting.
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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)		
Yes		
<p>Describe the consultation or engagement you have performed or are intending to perform. Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.</p> <p>Developments within the fostering service (specifically the Hampshire Hive foster carer network) have been discussed with staff in the fostering service and with Hampshire County Council foster carers (and wider where applicable) over the last 12 months to gather views, support the development of proposals and design the service that will be delivered.</p> <p>Focus groups were undertaken by the Insight & Engagement Team with Hampshire residents to provide intelligence about what fostering means to people and begin to test out messages used by the service in marketing.</p> <p>A group of Expert by Experience researchers (children in care and care leavers) were identified through interview and began training prior to the first COVID lockdown. The aim for this group was for the researchers to be trained in undertaking research to then go out to children in care and care leavers to provide views on what is important to them in their care to inform the programme’s direction. This work had to be placed on hold during the pandemic but has recently been restarted. A survey is in draft to canvass views more widely in advance of holding face to face discussions.</p> <p>Additionally, the Rees Centre (Oxford University) has been commissioned to undertake work to hear the voice of the family, again to understand what is important when their children are in care and to ensure that this is used to guide both the development of MPP but also Children’s social care work more widely.</p>		

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Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1 Impact Assessment

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

Marriage & civil partnership		X				Public
Poverty		X				Public
Rurality		X				Public

Table 2 Geographical impact

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

Area	Yes / no
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	The programme does not specifically seek to respond to needs around gender reassignment but within the context of Children’s Services’ work, staff are sensitive and responsive to listening and supporting children with their identity and this will continue within any changes the programme makes. The research being undertaken to obtain the voice of children in care may help influence any further actions required.
Pregnancy and maternity	There is no impact identified through the programme on meeting the needs of children who are pregnant.
Race	The population of Hampshire is predominately White British (92%) with 96.8% speaking English as their main language, but this does vary geographically across the county. Children in Hampshire’s care have a marginally higher proportion (10.4%) from non-White ethnic backgrounds and includes children who are unaccompanied asylum seekers. Hampshire’s approved foster carers closely mirror the general population with 92.7% recorded as White British. Children’s needs are met on an individual basis and race is considered but with the high proportion of White ethnicity in Hampshire it is critical that the programme ensures that services are sensitive, responsive, accessible, and enabling. Representation of BAME actors/models in visual marketing output is used to demonstrate that anyone of any ethnicity can become a foster carer.

Sexual orientation	There is no impact identified in the programme. Children's individual needs are met through their care planning and staff and carers have skills in caring for children who are LGBTQ+. Foster carers who are LGBTQ+ are actively promoted in communications and recruitment.
Marriage and civil partnership	There is no impact identified through the programme regarding marriage and civil partnership.
Poverty	There is no impact identified through the programme on poverty.
Rurality	The fostering service is aware of where foster carers live within Hampshire to ensure that homes are available across the county to support children staying close to their family home wherever possible. There is specific impact identified through the programme on rurality.

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
Sex	49% of Hampshire's population is male. Within the children in care population in Hampshire, boys tend to be overrepresented (currently 58%). However, the fostering service has a majority of female foster carers being the primary carer, so the needs of boys are sometimes more difficult for them to meet.	No	The needs of girls and boys are considered in the programme through the individual approaches to care. When considering role models, the needs of each child are considered, and mitigations identified through wider support groups if the primary carer is female, and the fostering service actively recruits male carers. The programme is seeking to

			increase the skills and capabilities of staff and carers to support the needs of boys.
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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
Age	MPP is seeking to gain the voice of children in care to guide the development of services being delivered under the programme as well as provide a wider understanding of what could be even better in how we deliver care. Trauma informed approaches mean children’s wellbeing should be enhanced as their experiences are understood and therefore how they receive help will change for the better. This approach encompasses education so there is a wider shared understanding supporting positive educational outcomes. Within the Urgent & Extended Care Service, priority is being given to access to education for the cohort. Under Fostering Regulations there is a minimum age limit to become a foster carer, but no upper age limit is enforced. Each applicant is assessed according to their individual suitability to foster.
Disability	The programme is seeking to embed trauma informed parenting and deliver a psychological service that supports the development of skills and capabilities in staff and foster carers. The aim is to understand the experiences of a child and relate those to how to support them. 50% of children in care meet the criteria for a possible mental health disorder compared to one in ten outside of the care system. MPP will provide enhanced support for mental wellbeing and longer-term outcomes which complements the services providing by partner Child and Adolescent Mental Health Service (CAMHS). The development of the Urgent & Extended Care Service includes an Occupational Therapy environment assessment to ensure that it will be accessible to children with additional sensory needs and disabilities, MPP is also looking at increasing the numbers of carers who are approved to care for disabled children through the Specialist Respite Care scheme, this scheme provides temporary care for children giving a

	break to long term carers. Recruitment of foster carers is actively promoting those who are disabled dispelling myths that they cannot foster.
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Further actions and recommendations to consider:

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

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

<p>The Modernising Placements Programme aims to enhance and provide additionality to the services in place for children in care. The programme is responding to a number of issues that are known both locally and nationally and, therefore, is not intended to remove or disrupt services. This reduces the potential for negative impacts.</p>

Box 2

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

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CS12 Services to Schools

SP23 Equality Impact Assessment Form

Guidance containing information and considerations for Equalities Impacts and paying due regard to the Public Sector Equality duty is available [here](#). Please refer to it before undertaking your EIA.

Name of SP23 proposal:	SP23 Opportunity Reference: Please use this structure as a reference for your EIA: <i>EIA CSD-Services to Schools-20210430</i>
Services to Schools	CS12

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Simon Francis	Children's Services	Quality Improvement Service Manager (EYs)	Simon.francis@hants.gov.uk	07849606408	26.4.21	
2	EIA authoriser	Brian Pope	Children's Services	Assistant Director	brian.pope@hants.gov.uk	02392 441471	30.04.21	
3	EIA Coordinator							

Section one – information about the service and service change

<p>Service affected</p>	<p>Education and Inclusion</p>
<p>Please provide a short description of the service / policy/project/project phase</p>	<p>Education and Inclusion is an umbrella name for a variety of different services that support the education of children, staff, and leadership groups, including Governors, within schools and colleges, and other various education related activities.</p> <p>Most of these different departments have a business relationship with schools and colleges that is either based on a Service Level Agreement or the direct purchase of time and resource. There is also an element of centrally funded (LA) provision, mostly around the LA delivering its statutory functions to schools and colleges.</p> <p>The individual services involved in this exercise are:</p> <p>Hampshire Music Service:</p> <p>Hampshire Music Service is one of the largest music services in the country. It provides a music education service to Hampshire schools and colleges promoting high quality learning opportunities, at school and beyond the school day, through a wide range of charged for activities that include small group instrumental and vocal tuition in schools, class music teaching, Instrument hire scheme, area and county youth ensembles, support for teaching staff workshops and large-scale projects.</p> <p>Hampshire Futures:</p> <p>Hampshire futures offers a range of high-quality services and support for schools, colleges and training providers in delivering careers and work-related learning programmes. This includes face to face careers advice for work experience for students and support to colleges with careers strategy and the advice and guidance on achieving</p>

	<p>a Quality Careers Standard. They work mainly within Hampshire but are expanding their work to other Local Authorities.</p> <p>Governor Services:</p> <p>Governor Services provide access to support and training for governors and committee members that enables them to effectively fulfil their roles and responsibilities.</p> <p>Hampshire Study Centres</p> <p>Support the delivery of a rich and varied curriculum offer to schools and children across Hampshire through visits (residential and day visits) to two Hampshire owned and run study centres.</p> <p>Hampshire Inspection and Advisory Service.</p> <p>Hampshire Inspection and Advisory Service central role is to improve the quality of teaching and learning in schools. From whole-school management through to staff development and training, the services are designed to ensure the maximum benefits to pupils with the overall aim of improving the outcomes for all. This work is delivered through a range of activities that include inspection review and evaluation, Ofsted inspection preparation and follow up, curriculum development, management and professional consultancy, staff development and training, annual conferences, staff recruitment, curriculum support etc.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>Each of the services described above has been asked to do an initial review of their area and identify potential areas where either additional revenue maybe be able to be generated – through activities such as increasing activity in Hampshire schools and those beyond Hampshire borders, considering pricing policy etc. or through a range of efficiencies and other savings. Individual services will review initial ideas, consider the feasibility of those plans, and start to assess the potential impact of those solutions on service delivery and those who use the services, which is predominantly schools and colleges and families of children of school age.</p>

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Engagement and consultation

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

Has any pre-consultation engagement been carried out?

(Delete as appropriate)

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

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

No consultation has yet occurred as the work has currently been focussed upon identifying potential areas for making savings and efficiencies. Now these have been identified, individual Heads of Service will consider in more detail the practicalities and detail of their outline proposals. If there is a need identified to seek views or to consult formally with various groups these will be undertaken to inform and support decision making.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1 Impact Assessment

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

Marriage & civil partnership		x				Both
Poverty		X				Both
Rurality		x				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
Age Disability Gender reassignment Pregnancy and maternity Race Religion or belief Sex Sexual orientation Marriage & civil partnership Poverty Rurality	<p>The judgement that there will be a ‘neutral’ impact on those with any of the protected characteristics is based on the fact that the majority of approaches are centred around efficiencies, particularly due to new and innovative ways of working remotely. Initial thinking is that this will have almost no impact. Where price rises are being suggested, the approach is to add as small amounts as possible over significant volumes of transactions, so that the increases do not become a barrier to accessing services.</p> <p>As plans develop, there will be a continual focus and review of potential impact. For example, considering whether an increased remote/virtual learning approach disadvantage older people who may not have access to suitable IT services.</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	Is there a Geographical impact? If so, please	Short explanation of mitigating actions
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	medium or high negative impact	explain -use list below to identify geographical area(s)	

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

For all characteristics marked as either having a positive impact please explain why 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-consulting¹⁰.
 - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
 - Carry out a subsequent impact severity assessment following mitigating actions.

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

[Empty rectangular box]

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:

There is no requirement for a full EIA due to the fact that the assessment is that the impact of the savings programme will be neutral across all protected characteristics.

CS13 Children with Additional Needs

SP23 Equality Impact Assessment Form

Guidance containing information and considerations for Equalities Impacts and paying due regard to the Public Sector Equality duty is available [here](#). Please refer to it before undertaking your EIA.

Name of SP23 proposal:	SP23 Opportunity Reference: Please use this structure as a reference for your EIA: <i>EIA –CSD – Children with Additional Needs - 210430</i>
Children with Additional Needs	CS13

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EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Jayne Howarth	Childrens Service's	County Education Manager (Inclusion)	Jayne.howarth@hants.gov.uk	03707793373	13/08/2021	
2	EIA authoriser	Brian Pope	Childrens Service's	Assistant Director Education and Inclusion	brian.pope@hants.gov.uk	023 9244 1471	30/04/2021	
3	EIA Coordinator	Betsy Locke	Children's Services	WFD Project Officer	Eia.childrens@hants.gov.uk	0370 779 5530		

Section one – information about the service and service change

Service affected	Inclusion Services
Please provide a short description of the service / policy/project/project phase	There are several inclusion services that are currently funded by the Local Authority. These services facilitate vulnerable children’s access to education and support improved outcomes. They include the Virtual School, Hampshire and the Isle of Wight’s Educational Psychology Service and the Inclusion Support Service.
Please explain the new/changed service/policy/project	This project will review the functions of inclusion services to consider which are essential statutory services and will remain funded by the Local Authority and which are services could be funded in alternative ways through the dedicated schools grant. The proposal is to review costs for the non-statutory work with schools (currently funded by the Local Authority) and consider funding them through other sources.

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)

Yes	No	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.

Any proposals would have to be considered by School’s Forum, in their advisory role in the oversight of the dedicated schools grant regarding the options for elements of work that might be funded by this budget.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1 Impact Assessment

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

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

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Table 2 Geographical impact

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

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

Eastleigh	
Fareham	
Gosport	
Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

Section three: Equality Statement

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
All	It is not anticipated at this stage that there would be a change service delivery and so the anticipated impact is neutral Should after the proposal is further developed a change to service delivery be proposed then a further EIA will need to be completed.

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-consulting¹¹.
 - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.

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

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

Box 2

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

CS14 Skills and Participation

SP23 Equality Impact Assessment Form

Guidance containing information and considerations for Equalities Impacts and paying due regard to the Public Sector Equality duty is available [here](#). Please refer to it before undertaking your 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>
CS14 – Skills & Participation	

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EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Phillip Walker	Children's Services	County Education Manager	Phillip.Walker@hants.gov.uk	07540 930270	6 th May 2021	
2	EIA authoriser	Brian Pope	Children's Services	Assistant Director	Brian.Pope@hants.gov.uk	Via Teams		
3	EIA Coordinator	Betsy Locke	Children's Services	WFD Project Officer	Eia.childrens@hants.gov.uk	0370 779 5530		

Section one – information about the service and service change

Service affected	Skills & Participation
Please provide a short description of the service / policy/project/project phase	<p>The service leads the County Council's work to influence and shape the Hampshire skills system so that individuals, communities, and employers have access to the skills provision they require to prosper, and in turn strengthen people's health, wellbeing, and prosperity. There is a particular focus on young people, technical and professional skills, and Apprenticeships.</p> <p>The service also supports the County Council's work in digital inclusion, low carbon, equality & diversity, and public health.</p>
Please explain the new/changed service/policy/project	Cease work on promoting the skills agenda through the skills strategy and pass the work to the Local Enterprise Partnerships

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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)

Yes	No	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 would be on a non-statutory basis, and via engagement with the Hampshire education and skills sector. This includes such bodies as schools, FE colleges, training providers, District Councils, and the Local Enterprise Partnerships (LEPs). We would also seek the views of employer representative bodies such as the Chamber of Commerce.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1 Impact Assessment

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

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

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Table 2 Geographical impact

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

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

Eastleigh	
Fareham	
Gosport	
Hart	
Havant	
New Forest	
Rushmoor	
Test Valley	
Winchester	

Section three: Equality Statement

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
All	The proposal to reduce or stop the service would diminish the County Council's capacity to influence and shape the skills system in Hampshire. However, other agencies are charged with comparable responsibilities, primarily LEPs.

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:

The proposal, if adopted, would diminish the County Council's capacity to influence and shape the Hampshire skills system. This will be in the form of reduced staff post. Strategic capacity will remain, albeit reduced.

Box 2

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

The proposal is made in the knowledge that UK government policy places a responsibility on LEPs and other agencies to fund, performance manage, and develop the skills system. This is part of a UK or England-wide policy framework. The proposal, if adopted, diminishes the County Council's capacity to influence and shape the Hampshire skills system to the benefit of Hampshire residents. It does not affect the policy framework.

CS16 Strategic Development: Caretaking and Cleaning

SP23 Equality Impact Assessment Form

Guidance containing information and considerations for Equalities Impacts and paying due regard to the Public Sector Equality duty is available [here](#). Please refer to it before undertaking your EIA.

Name of SP23 proposal:	SP23 Opportunity Reference: EIA CSD SP23 CS 15: <i>EIA –Childrens Services- [title]- 29 April 2021</i>
Effective budget planning and efficient service delivery of caretaking and cleaning	

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Richard Vaughan	Children's Services	Deputy Head of Strategic Development	Richard.vaughan@hants.gov.uk	01962 846683	29 Apr. 21	1
2	EIA authoriser	Peter Colenutt	Children's Services	Assistant Director Strategic Development	Peter.colenutt@hants.gov.uk	01962 846270		

3	EIA Coordinator	Betsy Locke	Children's Services		Eia.childrens@hants.gov.uk	0370 779 5530		
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Section one – information about the service and service change

Service affected	Childrens Services – Facilities Management function
Please provide a short description of the service / policy/project/project phase	The Children's Services Facilities Management Team are responsible for the provision of and running of the departments non-schools estate. This equates to over 20 sites spread across the County, made up of in the main office accommodation, client accessed properties and children's homes.
Please explain the new/changed service/policy/project	<p>There is no proposed change to service policy, the work will focus on undertaking more efficiently the way CSD sites are managed and serviced by the Facilities Management Team. As ways of working change, ways of managing CSD sites needs to change and as part of that change costs can be reduced.</p> <p>Areas being looked at but not limited to will include:</p> <ul style="list-style-type: none"> FM staffing levels FM staff mileage Purchasing of services, equipment, and general products Maintenance regimes Number of properties within the estate

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Engagement and consultation

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

Has any pre-consultation engagement been carried out?

(Delete as appropriate)

		No, but if required it will be carried out.
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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.

Should decisions be taken as part of this work that in anyway have an impact on staff or service users the required consultation or engagement will be undertaken. At this point in time, it is not possible to say what this might look like or if it will be needed.

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Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1 Impact Assessment

Children's Services EIAs

Appendix 5

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

Table 2 Geographical impact

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

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

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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
All characteristics	The changes that might be to the management of the Children's Services estate will not be designed to have a negative impact on any users, staff, or clients. The proposal is to see if the mechanics of the management can be streamlined in order to reduce overall costs.

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-consulting¹².
 - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
 - Carry out a subsequent impact severity assessment following mitigating actions.

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

Box 2

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

Given the nature of the work could be considered business as usual and it should not have any detrimental impacts on any staff or users it is felt a full EIA is not required.

CS17 Home to School Transport

SP23 Equality Impact Assessment Form

Guidance containing information and considerations for Equalities Impacts and paying due regard to the Public Sector Equality duty is available [here](#). Please refer to it before undertaking your EIA.

Name of SP23 proposal:	SP23 Opportunity Reference: Please use this structure as a reference for your EIA: <i>EIA – CSD HTST 2021/03/29</i>
Home to School Transport	

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Martin Goff	Children's Services	Head of Admissions & Transport	martin.goff@hants.gov.uk		29/03/21	1
2	EIA authoriser	Suzanne Smith	Children's Services	Assistant Director	suzanne.smith2@hants.gov.uk		29/03/21	1
3	EIA Coordinator	Betsy Locke	Children's Services	WFD Support Officer	eia.childrens@hants.gov.uk		29/03/21	1

Section one – information about the service and service change

<p>Service affected</p>	<p>Home to School Transport – Childrens’ Services Department</p>
<p>Please provide a short description of the service / policy/project/project phase</p>	<p>The County Council provides transport assistance for some children to attend school. This statutory service is largely provided to children attending their catchment school, but who live over 2 or 3 miles (depending on age) away from the school, as well as specialist Home to School Transport for Hampshire pupils with Special Educational Needs and/or disabilities (SEND). In both circumstances transport assistance is provided where children meet national eligibility criteria.</p> <p>Over £32 million is currently spent per financial year on providing Home to School Transport assistance to around 12,000 students. Of these, 9,000 attend Mainstream schools (at a cost of c£12 million) and 3,000 attend schools and colleges that meet their SEND requirements (at a cost of c£19.5 million).</p> <p>More information about the Home to School Transport service can be found at: www.hants.gov.uk/educationandlearning/schooltransport</p>
<p>Please explain the new/changed service/policy/project</p>	<p>An investigation into efficiencies in Home to School Transport for children achieved by other low-cost councils would be undertaken to inform the potential ways in which cost reductions could be delivered whilst also improving services. Reductions to the cost of providing the Home to School Transport service may be possible through:</p> <ul style="list-style-type: none"> • An extensive review of the current service and the approach to dedicated, contracted transport provision. The review would consider opportunities to make efficiencies in contract management and for optimising use of School Escorts provided directly by operators, • Contracting one or multiple schools to a single operator, • Encouraging the transport operator market to better develop supply chains and

	<p>become more proficient in organising transport routes. This could enable operators designing transport, working directly with children, families, and schools to make more efficient transport arrangements,</p> <ul style="list-style-type: none"> • A redesign of the Home to School Transport service. Changes as outlined could achieve back-office efficiencies, such as; <ul style="list-style-type: none"> - reduction in the number of invoices being processed each month. - parental and school queries being managed by the operator rather than the service. - school Escort recruitment and training being performed by the operator. - route planning being undertaken by the operator rather than the service.
<p>Impact of potential changes (added - not part of standard EIA template)</p>	<p>The potential service changes could have the following impacts:</p> <ul style="list-style-type: none"> • Service users could see a change in their key contacts for transport arrangements. Users may also benefit from shorter journey times, • Schools would work directly with one transport operator and that transport operator may work across a number of schools in a similar location seeking to make more efficient transport arrangements, • Children from different schools may be transported, when it is safe and efficient to do so on the same vehicle, • Operators working with HCC to deliver this service could take on additional or changed responsibilities, either through their role in the supply chain and/or direct employment of School Escorts, • Currently School Escorts are almost all employed directly by HCC and assigned to a route. The School Escort workforce could see; <ul style="list-style-type: none"> - the proportion of Escorts in the service, employed directly by HCC, reduce. - more employment opportunities with operators. • Compliance training such as safe-guarding, disability awareness and health & safety is delivered by operators (HCC retains overall accountability). • Where appropriate TUPE does apply. Pension liability may be a TUPE barrier for

	the Operator.
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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	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.

No pre-consultation has taken place, but appropriate consultation will take place as proposals are developed.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1A Impact Assessment – Service Users (Customers)

Children’s Services EIAs

Appendix 5

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

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Table 1B Impact Assessment – School Escort Staff

Children's Services EIAs

Appendix 5

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

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Table 1C Impact Assessment – Home to School Transport Service Team (Staff)

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

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Table 2 Geographical impact

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

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

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Section three: Equality Statement

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age (<u>Service User</u>)	This characteristic may experience a low negative impact as the changes will affect those in a specific age group. The service provides funded travel assistance for eligible children of compulsory school age and those aged 16 – 25 with SEND. Therefore, any changes to the service may impact children and young people aged 5 to 25 only. It is low negative as the commitment is to ensure the statutory service requirement for all eligible children and young people is not influenced by a protected characteristic.
All other protected characteristics in <u>service user</u> table 1A except those in table 4.	Service users are children and young people eligible for local authority funded home to school transport. There will be no impact for those with the protected characteristics, the service will continue to meet its statutory duty.
All other protected characteristics in <u>staff</u> tables 1B & 1C except those in table 4.	Any changes to an individual’s employment status would not be influenced by a protected characteristic. If any changes were proposed for HCC employees, this would follow the appropriate consultation process.

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
Disability (Service User)	Approximately 2,750 children and a further 300 Post 16 students with SEND travel. The review may lead to changes in service, for example children may need to be picked up from a central point rather than be collected from their home address. For some children, this may mean an increase in overall journey times and require being accompanied by a responsible adult, parent, or guardian for this portion of the journey. This may apply to approximately 120 children who are wheel-chair users. There may be more sharing with SEN and Mainstream pupils and across schools to achieve transport economies of scale.	None	A consultation and engagement process that outlines the HTST service policy, deliverables & expectations. Confirmation that the proposed changes do not impact on HCC's ability to meet statutory requirements.

Children's Services EIAs

Appendix 5

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
Rurality (Service User)	The rural resident child may face a more complicated home to pick up arrangement as the proposals aim to maximise transport utilisation and costs.	None	HTST will work with operators to ensure routes are fully optimised and journey times, including home to pick up are not longer than necessary and/or comply with policy. The policy proposes maximum journey times of 45 mins for Primary and 75 mins for Secondary pupils where possible. There are longer journeys for SEN pupils due to specialist provision requirements, the service will work with operators on a 'should not' rather than 'must not' basis not to exceed the above travel times.
Age (School Escort Staff)	School Escorts are employed by HCC of which; 43% are 55-64, (this compares with CSD 24% and HCC 23%), and 29% are 65 and over (this compares with CSD 7% and HCC 4%). This staff group may be affected as there is an intention to employ School Escorts through operators as part of the proposals. The number of School Escorts directly employed by HCC is likely to reduce.	None	The allocation of a School Escort continues to be based on a need's led basis. Changes to existing provision is likely to reduce the number of School Escorts employed by HCC. However, there will be requirement to support transport arrangements where required.

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
Sex (School Escort Staff)	90% of School Escorts are female (this compares with CSD 85% and HCC 76%). If their employment changes or ends, it will be impacting the female workforce. The number of School Escorts directly employed by HCC is likely to reduce.	None	The allocation of a School Escort continues to be based on a need's led basis. Changes to existing provision is likely to reduce the number of School Escorts employed by HCC. However, there will be requirement to support transport arrangements where required. The allocation of a School Escort continues to be based on a need's led basis.
Disability (School Escort Staff)	4.3% (20) staff have a disability. This compares with CSD (4.5%) and HCC (3.9%). Whilst this only impacts 20 staff, the service is conscious any staff reasonable adjustments are maintained to enable them to fulfil their job requirements.	None	The allocation of a School Escort continues to be based on a need's led basis and not influenced by a protected characteristic. The service only differentiates with School Escorts based on the training requirements needed to support the child.
Age (HTST Service Team)	50% of staff are aged between 30-54 (this compares with CSD 58.4% and HCC 61%) and 31.8% are 55-64 (this compares with CSD 24% and HCC 23%). Any proposed changes will impact this age group the most if more 'back office' and customer service deliverables are moved to the operator.	None	The proposals won't impact the whole workforce and there will still be a requirement to handle customer queries and deliver back-office functions.

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
Sex (HTST Service Team)	81.8% of staff are female this compares with CSD 85% and HCC 76%. Any proposed changes would impact this group the most if more 'back office' and customer service deliverables are moved to the operator.	None	The proposals won't impact the whole workforce and there will still be a requirement to handle customer queries and deliver back-office functions.

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 (N/A)

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

Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped.
 - The policy, service review, scheme or practice can be changed to remove, reduce, or mitigate against the negative impacts.
 - Consider undertaking consultation/re-consulting¹³.

- If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
- Carry out a subsequent impact severity assessment following mitigating actions.

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

The County Council would continue to meet its statutory requirements.

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:

CS18 Workforce Development

SP23 Equality Impact Assessment Form

Guidance containing information and considerations for Equalities Impacts and paying due regard to the Public Sector Equality duty is available [here](#). Please refer to it before undertaking your EIA.

Name of SP23 proposal:	SP23 Opportunity Reference:
Children's Services Workforce Development	Please use this structure as a reference for your EIA: <i>EIA – Children's Services - Workforce Development - 2021/04/26</i>

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EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Gemma Durrant	Children's Services	Head of Workforce Development	Gemma.durrant@hants.gov.uk	07565 201263	26/04/21	1
2	EIA authoriser	Suzanne Smith	Children's Services	Assistant Director	Suzanne.smith2@hants.gov.uk	Teams	28/04/21	
3	EIA Coordinator	Betsy Locke	Children's Services	Project Officer	eia.childrens@hants.gov.uk	Teams	29/04/21	

Section one – information about the service and service change

<p>Service affected</p>	<p>Children's Services Workforce Development</p>
<p>Please provide a short description of the service / policy/project/project phase</p>	<p>Children's Services Workforce Development is responsible for the management of professional and vocational learning specific to the department which includes internal delivery of programmes of learning as well as external commissioning and recruitment/induction of graduate social workers. Training is delivered through a range of methods including self-directed, online and face to face. Where courses are delivered face-to-face, they are held in a number of venues including Northfields House (our CS Workforce Development training centre), internal HCC venues and external venues.</p> <p>This project aims to reduce the CSD workforce development budget through:</p> <ul style="list-style-type: none"> • Restructure of the Workforce Development team. This will primarily be a management restructure to reduce overlap and increase accountability. • Reduce external commissioning bringing more delivery in-house and changing course provision to reduce cost. • Reduce external venue hire costs by delivering more training virtually allowing all face-to-face training to be delivered using HCC owned venues.
<p>Please explain the new/changed service/policy/project</p>	<p>It is planned to restructure the Workforce Development team to reduce overlap, increase accountability and ensure roles align to the changing blend of learning and development delivery.</p> <p>Remove external venue hire. More training will be delivered as eLearning/virtual sessions therefore more capacity will be available at Northfields House to deliver face to face courses internally and therefore external venues will not be needed.</p>

	Replace some externally commissioned courses with in-house design/delivery and re-commission some externally delivered courses to enable the delivery of only essential content, methodology and practice learning reducing accreditation requirements to only where required by role.
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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)

Yes	No	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.

These are all proposals that affect internal staff and do not have a large impact on residents. Consultation will be undertaken with staff to determine with them their ideas for how savings could be achieved as part of a reorganisation. Formal consultation will be undertaken with staff on any proposed restructuring process as part of the HR process.

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.

Children's Services EIAs

Appendix 5

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

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

Table 1 Impact Assessment

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

Marriage & civil partnership		x				Staff
Poverty		x				Staff
Rurality		x				Staff

Table 2 Geographical impact

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

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

Rushmoor	No
Test Valley	No
Winchester	No

Section three: Equality Statement

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	The staff affected in the potential restructuring are all 55+ although this is reflective of the demographic of the team as a whole.
Disability	With the move to more virtual learning there could be potential impacts depending on the type of disability, but the learning design process considers the need to be inclusive and make our learning as accessible as possible. Depending on the disability some employees may find it easier to attend virtual rather than face to face training as there will be no travel requirement.
Gender reassignment	There is no impact on this characteristic.
Pregnancy and maternity	Pregnant staff may find it more comfortable to attend virtual learning from home and for those on maternity leave they may find it easier to access virtual learning as part of their Keeping in Touch days virtually rather than needing to come into an office,
Race	There is no impact on this characteristic.
Religion or belief	There is no impact on this characteristic.
Sex	There is no impact on this characteristic.

Sexual orientation	There is no impact on this characteristic.
Marriage & civil partnership	There is no impact on this characteristic.
Poverty	There is no impact on this characteristic.
Rurality	Rural staff may find it slightly more difficult to access virtual/online learning if internet speeds are slow although it will also reduce their travel time to venues which may be further from their homes.

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-consulting¹⁴.
 - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
 - Carry out a subsequent impact severity assessment following mitigating actions.

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

Once details of the restructuring are known a further EIA will be conducted which considers the potential staff involved and will be a more in depth and targeted piece of work based on the data.

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:

CS19 Health and Partnerships

Name of SP23 proposal:	SP23 Opportunity Reference: Please use this structure as a reference for your EIA: <i>EIA [CSD – Health integration – 31/3/21]</i>
Health Integration	

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Hayley Maspero	Children's Services	Strategic Partnership Development Manager	Hayley.maspero@hants.gov.uk	0370 779 6554	31/3/21	1
2	EIA authoriser	Suzanne Smith	Children's Services	Assistant Director	Suzanne.smith2@hants.gov.uk	Teams		
3	EIA Coordinator	Betsy Locke	Children's Services	Project Officer	eia.childrens@hants.gov.uk	Teams		

Section one – information about the service and service change

Service affected	Continuing Care process and care commissioning
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<p>Please provide a short description of the service / policy/project/project phase</p>	<p>Children and young people may receive a "continuing care package" if they have needs arising from disability, accident or illness that cannot be met by existing universal or specialist services alone. There is a well-established multi agency process in place for children that are eligible for continuing care, further integration to bring health and social care into a single team would bring efficiencies to the process which would improve the service user experience and reduce duplication and management overheads and therefore, staff cost.</p> <p>The project as it an early stage, researching existing models in place in other local authorities to inform what the integration could look like and how we could implement it.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>The proposed integration would be between the Children's Services Health and Partnerships Team and the CCG Complex Care team.</p> <p>This workstream will investigate the potential for improved integration between the Continuing Care teams across Children's Services and the CCG, removing duplication of tasks, aligning governance, and improving the process for families.</p>

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Engagement and consultation

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

Has any pre-consultation engagement been carried out?

(Delete as appropriate)

	No	
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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 project is at a very early research phase which will inform how engagement will take place. The results of the Balancing the Budget consultation indicate that the majority (49%) disagree with reducing or changing services in order to contribute to anticipated savings. However, the majority of respondents would also like to increase council tax by less than 3.99% and 48% (compared to 42%) do not think that reserves should be used to plug the gap. 63% agreed overall that the County Council should explore further the possibility of changing local government structures which suggests that residents would be supportive of further integration with Health.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

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Table 1 Impact Assessment

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

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

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Table 2 Geographical impact

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

Area	Yes / no
All Hampshire	Yes
Basingstoke and Deane	

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

Section three: Equality Statement

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
ALL	Any changes to the new team would go through a robust HR process to ensure no one is disadvantaged

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-consulting¹⁵.
 - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.

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

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

Box 2

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

CS20 Attribution of Placements Costs

SP23 Equality Impact Assessment Form

Guidance containing information and considerations for Equalities Impacts and paying due regard to the Public Sector Equality duty is available [here](#). Please refer to it before undertaking your EIA.

Name of SP23 proposal:	SP23 Opportunity Reference: Please use this structure as a reference for your EIA:
Funding of joint placements between Education and Children's Social Care	EIA – Childrens Services – INMSS spend from High Needs Budget – April 2021

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EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Laura Timms	CSD	Head of Commissioning and Service Development	Laura.timms@hants.gov.uk	Via Teams	19/4/2021	
2	EIA authoriser	Suzanne Smith	Children's Services	Assistant Director	Suzanne.smith2@hants.gov.uk	Teams		
3	EIA Coordinator	Betsy Locke	Children's Services	Project Officer	eia.childrens@hants.gov.uk	Teams		

Section one – information about the service and service change

<p>Service affected.</p>	<p>The services affected by this proposal are the education and social care budgets in children's services. Hampshire County Council (HCC) support a number of young people who have a social worker and go to specialist (independent) schools for people with special educational needs. Both social care and education pay towards the school placement.</p> <p>There are also some young people in care, who have education as part of their placement. At the moment a high number of these placements are funded by social care alone.</p>
<p>Please provide a short description of the service / policy/project/project phase</p>	<p>The proposal is to review the current way in which the payment of placement costs is split between Children and Families (Hampshire County Council revenue budget) and High Needs Block funding (Dedicated Schools Grant). There is no national system for allocating costs to different budgets, these are all locally decided.</p> <p>The proposal is to see a greater use of the of High Needs Block to fund both joint placements and social care residential placements where education is provided on site. Initially a review will be undertaken of the current spend by each department and how these decisions were made. A desktop comparison against other Local Authorities will also be carried out. The proposal is to ensure that all spend relating to education is funded from the education budget (Dedicated Schools Grant).</p> <p>The proposal will not impact children and young people as placements will continue to be funded and young people can continue to attend the provisions. There would be no process change for external education providers in terms of their payments - as they currently invoice a central point, and the split is arranged internally. The impact to staff will be a change in business process to ensure the agreed apportionment is correctly recharged internally. Once the new process is in place and agreed there should be no additional impact on staff, there may be time efficiencies with the implementation of a standardised process.</p>

	The impact politically will be that Hampshire's high needs block has a larger deficit, reflecting the educational costs. This increase in deficit will be more comparable to other Local Authorities.
Please explain the new/changed service/policy/project	The project should result in a clear process for agreeing funding splits internally between education and social care. This process will reflect the full extent of education costs being funded by education.

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.

The proposal will initially be looked at as a desk top exercise with comparative work being undertaken with other Local Authorities to understand how education needs (and associated costs) are differentiated from social care needs (and costs). Having completed this work, we will engage with Schools forum and, if relevant, Parent Carer groups. Schools forum will be asked to consider the evidence and proposals for ensuring all educational needs are met by the education budget.

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1 Impact Assessment

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

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

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

Section three: Equality Statement

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact

For all characteristics marked as either having a ‘medium negative’ or ‘high negative’, please complete 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-consulting¹⁶.
 - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
 - Carry out a subsequent impact severity assessment following mitigating actions.

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

Box 2

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

This project focuses on an internal decision as to the way in which joint funding is apportioned. Providers currently invoice a central point; this will not change. Service users are not routinely informed of an agreed funding split between education and social care. The decision-making processes in relation to whether a placement is suitable and should be made is out of scope for this project, therefore there should be no impact on individual children and carers.

The impact is negligible and does not impact people with any of the protected characteristics unduly.

There is the potential that the introduction of the new process for the children in care could have a positive impact. The introduction of a clear process should ensure that there are no longer delays in children accessing education. This process change could result in a faster process and the detrimental impact of delays being removed.

CS21 Services for Young Children

SP23 Equality Impact Assessment Form

Guidance containing information and considerations for Equalities Impacts and paying due regard to the Public Sector Equality duty is available [here](#). Please refer to it before undertaking your 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>
SfYC	EIA-CSD-SfYC-2021/04/27

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Tracey Messer	Children's Services	Service Manager	Tracey.messer@hants.gov.uk		27.4.2021	
2	EIA authoriser	Brian Pope	Children's Service's	Assistant Director Education and Inclusion	brian.pope@hants.gov.uk	023 9244 1471		
3	EIA Coordinator	Betsy Locke	Children's Services	WFD Project Officer	Eia.childrens@hants.gov.uk	0370 779 5530		

Section one – information about the service and service change

<p>Service affected</p>	<p>Services for Young Children</p>
<p>Please provide a short description of the service / policy/project/project phase</p>	<p>SFYC administration provides administration functions to the whole of Services for Young Children which is made up of Education & Inclusion – Quality Improvement and Inclusion and ABRD Childcare Development, Contact and Engagement and Early Years Funding. (A combined staff team of circa 90).</p> <p>The service supports the admin infrastructure needs of 2,500 childcare providers, of which 1400 are approved early years providers who make claims for early years funding. It maintains the Capita One early years data and information of all providers and the statutory link with OFSTED data feed. It makes all payments and invoicing for SFYC service needs. It is the main contact for SfYC for providers and parents and deals with first line of enquiries before forwarding on for more technical responses.</p> <p>There are 19.8 FTE staff within the SFYC admin service. This service has had reorganisation and reductions in budgets and staffing most recently in 2019 and subject to previous restructure in 2015.</p> <p>During the period September 2020 to March 2021 there were a total of 129,448 contacts of which 77% were email and 23% telephone calls.</p>

<p>Please explain the new/changed service/policy/project</p>	<p>This workstream will make efficiencies in the service’s approach to handling in-bound contact (e.g., telephone, email, post, web) from service-users, providers, and partners, as well as its business processes, building on changes to delivery introduced through the pandemic, where new technology has enabled a more centralised service rather than geographic model. Changes planned include:</p> <ul style="list-style-type: none"> i. Reviewing and improving the approach to contact management, including seeking opportunities to exploit technology. ii. Reducing administration resource through channel shift opportunities that increase the level of self service. iii. Streamline where possible, early years provider payments to reduce the number of payments made per term. iv. Ensure that the sold service function fully funds the administration resources needed.
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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)

Yes	No	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.

The change process is in the early stage.

There will be staff engagement and consultation about change in processes.

Where there is a change that affects external customers, such as changing the timescales for early years funding claims, there will be consultation planned regarding the proposed system and process changes.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1 Impact Assessment

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

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

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Table 2 Geographical impact

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

Area	Yes / no
All Hampshire	X
Basingstoke and Deane	

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

Section three: Equality Statement

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
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Age, Gender Reassignment, Pregnancy and Maternity, Race, Religion or Belief, Sexual Orientation, Marriage or Civil Partnership	There would be a neutral impact for these cohorts because the proposed changes do not affect these characteristics.
Disability	Any proposed channel shift to a more online or self-service way of working has potential to impact on any parents or providers whose disability affects their use of technology. Reasonable adjustments would need to be considered to mitigate any potential impact on staff with a disability.
Poverty	Any reliance on use of technology for self-service has potential to impact on those residents who are unable to afford IT devices and access internet provision. There may be opportunities to mitigate this by signposting to community facilities where IT is available, such as libraries. Changes to the provider payment process as a result of this project might have an impact on provider cashflow, which in turn might affect how the free entitlement to childcare is offered by providers requiring charges for attendances that are not able to be claimed. This may affect families, especially low-income families.
Rurality	Any proposed solutions that rely on internet access have potential to impact on parents and providers in communities where internet coverage is poor. In mitigation, potential to retain some telephone-based services would be considered.

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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	Is there a Geographical impact? If so, please explain -use list below to	Short explanation of mitigating actions
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	medium or high negative impact	identify geographical area(s)	

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

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

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
Rurality	Moves to more online self-service may help to reduce travel, increase engagement and broadband coverage is improving, thus there could also be a positive impact for service providers within rural communities.

Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped
 - The policy, service review, scheme or practice can be changed to remove, reduce, or mitigate against the negative impacts.
 - Consider undertaking consultation/re-consulting¹⁷.
 - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
 - Carry out a subsequent impact severity assessment following mitigating actions.

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

Current interactions with providers and the public already use self-service and online engagement. This project seeks to maximise opportunities to create more efficient processes.

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:

Solutions not yet identified therefore impact on equality characteristics is not yet known.

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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: Please use this structure as a reference for your EIA: <i>EIA –[Department]-[title]-[year/month/day]</i>
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

<p>Service affected</p>	<p>Highways</p>
<p>Please provide a short description of the service / policy/project/project phase</p>	<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>
<p>Please explain the new/changed service/policy/project</p>	<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	
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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 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	

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Section three: Equality Statement

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

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

	Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age		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.

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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

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-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.

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;

	<ul style="list-style-type: none"> • 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).
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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. 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	
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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.

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	

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Section three: Equality Statement

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	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.

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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

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	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.
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>

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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

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>

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

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Table 2 Geographical impact

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

Area	Yes / no
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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>		
<p>Pregnancy and Maternity</p>	<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>	<p>See above</p>

	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>	<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>See above</p>

<p>Religion or belief</p>	<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>	<p>See above</p>
<p>Sex</p>	<p>High negative</p> <p>Nationally more women than men do not have access to a private car / van and thus more use bus and community transport services. Within Hampshire 60% of passengers who travel with a 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>	<p>See above</p>
<p>Poverty</p>	<p>High Negative</p>	<p>Changes to the concessionary bus pass arrangements and user</p>	<p>See above</p>

	<p>There is a relationship between income and type of transport used. Those on lower incomes use buses more than those on higher incomes, and those on higher incomes use cars and trains more than those on lower incomes (Department for Transport 2017). People with more money have more options in both where to live and how to travel, and transport links are a key component of land value and housing costs. Poverty rates for all groups of women are higher than those of White British men. Among women, they are lowest 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

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Further actions and recommendations to consider:

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

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

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:

[Empty box for Box 2 content]

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 <i>Serving Hampshire Balancing the Budget</i> consultation (2021-2023) will seek residents’ and stakeholders’ views on strategic options for funding the Authority’s budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed ‘stage two’ consultation before any decisions on service specific changes are made.
Has any pre-consultation engagement been carried out? (Delete as appropriate)

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

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	
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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 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.

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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
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.

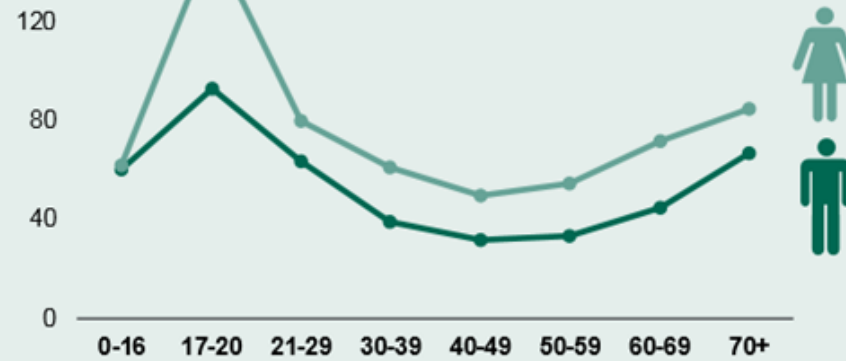
Table 5 Consideration of and explanation for positive impacts

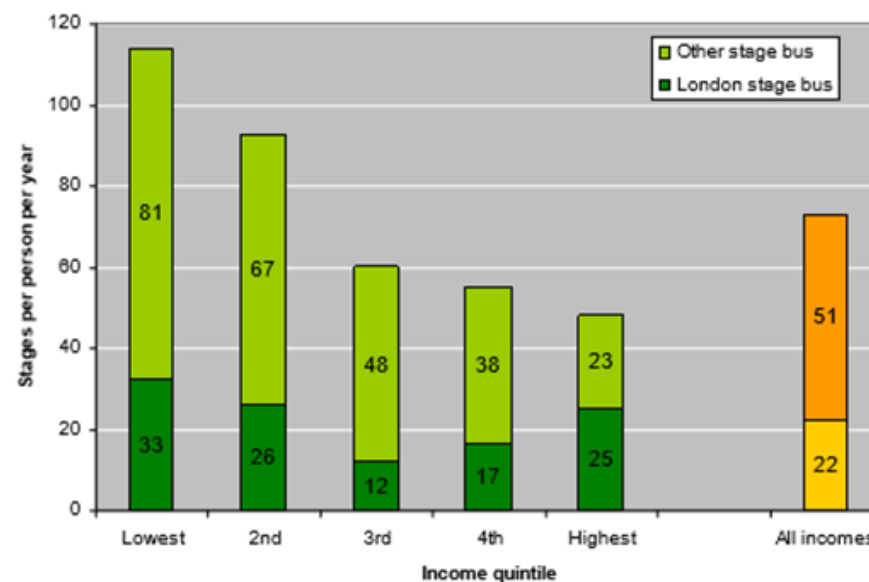
Protected characteristic	Brief explanation of why this has been assessed as having positive impact
Age Disability Pregnancy and Maternity Race Sex Poverty	<p>The proposal is to enhance enforcement of existing traffic management measures to promote active travel and public transport. This should have 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.

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

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

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Table 2 Geographical impact

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

Area	Yes / no
All Hampshire	Yes, 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?</p>	
<p>(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.

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

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Box 2

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

Culture, Communities and Business Services EIAs

Savings Programme reference(s)	Service Area
CCBS01	Property Services
CCBS02	Countryside and Outdoor Service
CCBS03	Regulatory Services
CCBS04	Library and Archives Service
CCBS05	Transformation and Business Services
CCBS06	CCBS Efficiencies
CCBS07	Emergency Planning and Resilience
CCBS08	Health and Safety

SP23 EIA – Property Services efficiencies – Staff and service users

EIA writer(s) and authoriser

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

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Section one – information about the service and service change

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

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

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

Has any pre-consultation engagement been carried out?

(Delete as appropriate)

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

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

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

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

Section two: Assessment

Table 1a Impact Assessment - Staff

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

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

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

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

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

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Table 2 Geographical impact

Does the proposal impact on a specific area?

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

Eastleigh		Havant		Winchester	
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Section three: Equality Statement

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

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

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

Table 4 Explanation and mitigation for medium and high impacts

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

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

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

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

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

Box 2

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

N/A

SP23 Equality Impact Assessment - Countryside Service Operating model – staff

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Jo Montague	CCBS	Strategic Manager – Customer & Commercial	jo.montague@hants.gov.uk	07928 128539	23.06.21	V3
2	EIA authoriser	Jo Heath	CCBS	Assistant Director - Natural Environment and Recreation	jo.heath@hants.gov.uk	07545 735629	01.07.21	V3
3	EIA Coordinator	Rebecca Prowting	CCBS	Transformation Manager	eia.ccbs@hants.gov.uk	0370 779 8946	28.06.21	V3

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Section one – information about the service and service change

Service affected	Countryside Service
Please provide a short description of the service / policy/project/project phase	The Countryside Service manages 8 visitor attractions (5 Country Parks, 2 Farm Attractions, 1 National Nature Reserve) 80 countryside sites, 3000 miles of rights of way and statutory responsibility for maintaining the definitive map for Hampshire, a rural development programme and series of capital works projects to improve and develop assets and service delivery. The service has over 3m counted visits each year of which 2m are to the visitor attractions. The primary users and customers are Hampshire residents, with visitor attractions attracting most visitors from within a 30-minute drive time.

<p>Please explain the new/changed service/policy/project</p>	<p>The service will be exploring options for a different operating model for the Countryside Service including greater integrated working with other services, or an alternative operating model with the aim to remove cash limit of discretionary activity in the longer term. As part of the SP23 programme the anticipated change is expected to focus on efficiencies and integrated working and is not expected to significantly change or alter the service delivered to the public. If a different operating model is recommended this change will come after 2023.</p>
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Engagement and consultation

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

Has any pre-consultation engagement been carried out?

(Delete as appropriate)

	<p>No</p>	
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Describe the consultation or engagement you have performed or are intending to perform.

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

Public consultation is not currently planned as there is no anticipated change to service delivery. If staff are impacted as part of developing greater integration of services, or alternative ways of delivering services, a staff consultation process will be needed and is included in the SP23 workbook milestones. A subsequent EIA will also be carried out at that point if needed.

Section two: Assessment

Table 1 Impact Assessment

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

Rurality		X				Staff
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Table 2 Geographical impact

Does the proposal impact on a specific area?

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

Section three: Equality Statement

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	The current age profile of the Countryside Service is: Under 20 = 11% 20-29 = 25% 30-39 = 13% 40-49 = 21% 60-69 = 10% Over 70 = 1%

	It is not currently anticipated that changes will have an impact on any protected characteristics. However, until the options for greater integrated working or different operating models are established, it is difficult to know the extent of any impact, if any, on protected characteristics. Once the scope has been defined a subsequent EIA will be completed to assess any impact on staff and ensure staff with protected characteristics are not unfairly disadvantaged.
Disability	3.4% of Countryside staff have declared a disability. It is not currently anticipated that changes will have an impact on any protected characteristics. However, until the options for greater integrated working or different operating models are established, it is difficult to know the extent of any impact, if any, on protected characteristics. Once the scope has been defined a subsequent EIA will be completed to assess any impact on staff and ensure staff with protected characteristics are not unfairly disadvantaged.
Gender reassignment	No current data held for staff on gender re-assignment. It is not currently anticipated that changes will have an impact on any protected characteristics. Once the scope has been defined a subsequent EIA will be completed to assess any impact on staff and ensure staff with protected characteristics are not unfairly disadvantaged.
Pregnancy and maternity	There are several members of the Countryside Service staff that are currently pregnant or on maternity leave. It is not currently anticipated that changes will have an impact on any protected characteristics. However, until the options for greater integrated working or different operating models are established, it is difficult to know the extent of any impact, if any, on protected characteristics. Once the scope has been defined a subsequent EIA will be completed to assess any impact on staff and ensure staff with protected characteristics are not unfairly disadvantaged.
Race	The current ethnic profile for staff in the Countryside Service is: White = 93% Black = 1% Not obtained = 6% It is not currently anticipated that changes will have an impact on any protected characteristics. However, until the options for greater integrated working or different operating models are established, it is difficult to know the extent of any impact, if any, on protected characteristics. Once the scope has been defined a subsequent EIA will be completed to assess any impact on staff and ensure staff with protected characteristics are not unfairly disadvantaged.

Religion or belief	No current data held for staff on religion or belief. It is not currently anticipated that changes will have an impact on any protected characteristics. Once the scope has been defined a subsequent EIA will be completed to assess any impact on staff and ensure staff with protected characteristics are not unfairly disadvantaged.
Sex	The current gender profile for staff in the Countryside Service is: Women = 68% Men = 32% This is an uneven gender profile but the difference is lower than the average across Hampshire County Council (HCC) (76% women / 24% men). It is not currently anticipated that changes will have an impact on any protected characteristics. However, until the options for greater integrated working or different operating models are established, it is difficult to know the extent of any impact, if any, on protected characteristics. Once the scope has been defined a subsequent EIA will be completed to assess any impact on staff and ensure staff with protected characteristics are not unfairly disadvantaged.
Sexual orientation	No current data held for staff on sexual orientation. It is not currently anticipated that changes will have an impact on any protected characteristics. Once the scope has been defined a subsequent EIA will be completed to assess any impact on staff and ensure staff with protected characteristics are not unfairly disadvantaged.
Marriage & civil partnership	No current data held for staff on marriage and civil partnership. It is not currently anticipated that changes will have an impact on any protected characteristics. Once the scope has been defined a subsequent EIA will be completed to assess any impact on staff and ensure staff with protected characteristics are not unfairly disadvantaged.
Poverty	No current data held for staff on poverty. It is not currently anticipated that changes will have an impact on any protected characteristics. Once the scope has been defined a subsequent EIA will be completed to assess any impact on staff and ensure staff with protected characteristics are not unfairly disadvantaged.
Rurality	No current data held for staff on rurality. It is not currently anticipated that changes will have an impact on any protected characteristics. Once the scope has been defined a subsequent EIA will be completed to assess any impact on staff and ensure staff with protected characteristics are not unfairly disadvantaged.

Table 4 Explanation and mitigation for medium and high impacts

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

Table 5 Consideration of and explanation for positive impacts

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

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

A separate EIA considering the impacts on the public for this proposal has been completed.

Box 2

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

This activity is focused on the way in which services are delivered, to improve ways of working and opportunities to integrate and change the way we deliver services. This may result in changes for staff in terms of how and where they work. It is not anticipated that this will impact on any specific protected characteristics, however, as part of developing the opportunities for changing how we deliver services impact on protected characteristics will be taken into account and a full EIA will be completed to assess any impact on staff.

SP23 Equality Impact Assessment - Countryside Service operating model – service users

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Jo Montague	CCBS	Strategic Manager – Customer & Commercial	jo.montague@hants.gov.uk	07928 128539	25.05.21	V2
2	EIA authoriser	Jo Heath	CCBS	Assistant Director - Natural Environment and Recreation	jo.heath@hants.gov.uk	07545 735629	01.07.21	V2
3	EIA Coordinator	Rebecca Prowting	CCBS	Transformation Manager	eia.ccbs@hants.gov.uk	0370 779 8946	18.06.21	V2

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Section one – information about the service and service change

Service affected	Countryside Service
Please provide a short description of the service / policy/project/project phase	The Countryside Service manages 8 visitor attractions (5 Country Parks, 2 Farm Attractions, 1 National Nature Reserve) 80 countryside sites, 3000 miles of rights of way and statutory responsibility for maintaining the definitive map for Hampshire, a rural development programme and series of capital works projects to improve and develop assets and service delivery. The service has over 3m counted visits each year of which 2m are to the visitor attractions. The primary users and customers are

	Hampshire residents, with visitor attractions attracting most visitors from within a 30-minute drive time.
Please explain the new/changed service/policy/project	The service will be exploring options for a different operating model for the Countryside Service including greater integrated working with other services, or an alternative operating model with the aim to remove cash limit of discretionary activity in the longer term. As part of the SP23 programme the anticipated change is expected to focus on efficiencies and integrated working and is not expected to significantly change or alter the service delivered to the public. If a different operating model is recommended this change will come after 2023.

Engagement and consultation	
The County Council's <i>Serving Hampshire Balancing the Budget</i> consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.	
Has any pre-consultation engagement been carried out? (Delete as appropriate)	
	No
Describe the consultation or engagement you have performed or are intending to perform.	
Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.	
Potential options for different operating model and/or integrated working arrangements are not expected to alter the 'end' service delivered to the public and therefore no public consultation will be required.	

Section two: Assessment

Table 1 Impact Assessment

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

Poverty		X				Public
Rurality		X				Public

Table 2 Geographical impact

Does the proposal impact on a specific area?

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
All protected characteristics	Potential options for different operating model and/or integrated working arrangements are not expected to alter the 'end' service delivered to the public and therefore the likely impact to the public and groups with protected characteristics has been identified as neutral.

Table 4 Explanation and mitigation for medium and high impacts

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

Table 5 Consideration of and explanation for positive impacts

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

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

The nature of this proposal focuses on internal operational changes and this EIA considers impacts on the public. A separate EIA considering the impacts on staff for this proposal has been completed.

Box 2

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

This activity is focused on the way in which services are delivered, to improve ways of working and opportunities to integrate and change the way we deliver services so it is anticipated this will have negligible impact on the public or service users. However, a subsequent EIA will be completed once the proposals have been identified.

SP23 Equality Impact Assessment – Countryside Service commercial strategies – staff

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Jo Montague	CCBS	Strategic Manager – Customer & Commercial	jo.montague@hants.gov.uk	07928 128539	23.06.21	2
2	EIA authoriser	Jo Heath	CCBS	Assistant Director - Natural Environment and Recreation	jo.heath@hants.gov.uk	07545 735629	01.07.21	2
3	EIA Coordinator	Rebecca Prowting	CCBS	Transformation Manager	eia.ccbs@hants.gov.uk	0370 779 8946	28.06.21	2

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Section one – information about the service and service change

Service affected	Countryside Service
Please provide a short description of the service / policy/project/project phase	The Countryside Service manages 8 visitor attractions (5 Country Parks, 2 Farm Attractions, 1 National Nature Reserve) 80 countryside sites, 3000 miles of rights of way and statutory responsibility for maintaining the definitive map for Hampshire, a rural development programme and series of capital works projects to improve and develop assets and service delivery. The service has over 3m counted visits each year of which 2m are to the visitor attractions. The primary users and customers are

	Hampshire residents, with visitor attractions attracting most visitors from within a 30-minute drive time.
Please explain the new/changed service/policy/project	Across all Country Parks work will continue to develop the offer, identify assets and resources to grow earned income, particularly focusing on promoting off-peak usage, extending parking capacity to maximise peak season and develop new commercial activity as well as strengthen catering financial position. This will also include establishing a future model for Titchfield Haven National Nature Reserve (THNNR) to remove/reduce cash limit, which has different opportunities and considerations to the Country Parks.

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 future options for THNNR have yet to be established. Once the options analysis work has been completed, staff consultation may be required. A subsequent EIA will also be carried out if any changes to service delivery are proposed. The development of opportunities to increase income at the Country Parks is not anticipated to significantly impact on staff. However, consideration will be taken of protected characteristics if any changes are proposed, and a full EIA will be completed to assess any impact on staff.

Section two: Assessment

Table 1 Impact Assessment

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

Rurality		X				Staff
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Table 2 Geographical impact

Does the proposal impact on a specific area?

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

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Section three: Equality Statement

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	The current age profile of the staff within the County Parks team: Under 20 = 12% 20-29 = 22% 30-39 = 14% 40-49 = 13% 50-59 = 24%

	<p>60-69 = 13%</p> <p>Over 70 = 2%</p> <p>It is not currently anticipated that changes will have an impact on any protected characteristics. However, until the options are established, it is difficult to know the extent of any impact, if any, on protected characteristics. Once the scope has been defined a subsequent EIA will be completed to assess any impact on staff and ensure staff with protected characteristics are not unfairly disadvantaged.</p>
Disability	<p>4.3% of Country Parks staff have declared a disability. It is not currently anticipated that changes will have an impact on any protected characteristics. However, until the options are established, it is difficult to know the extent of any impact, if any, on protected characteristics. Once the scope has been defined a subsequent EIA will be completed to assess any impact on staff and ensure staff with protected characteristics are not unfairly disadvantaged.</p>
Gender reassignment	<p>No current data held for staff on gender re-assignment. It is not currently anticipated that changes will have an impact on any protected characteristics. Once the scope has been defined a subsequent EIA will be completed to assess any impact on staff and ensure staff with protected characteristics are not unfairly disadvantaged.</p>
Pregnancy and maternity	<p>There are several members of the Country Parks team that are pregnant or on maternity leave. It is not currently anticipated that changes will have an impact on any protected characteristics. However, until the options are established, it is difficult to know the extent of any impact, if any, on protected characteristics. Once the scope has been defined a subsequent EIA will be completed to assess any impact on staff and ensure staff with protected characteristics are not unfairly disadvantaged.</p>
Race	<p>The current ethnic profile for staff in the Country Parks is:</p> <p>White = 94%</p> <p>Black = 1%</p> <p>Not obtained = 5%</p> <p>It is not currently anticipated that changes will have an impact on any protected characteristics. However, until the options are established, it is difficult to know the extent of any impact, if any, on protected characteristics. Once the scope has been defined a subsequent EIA will be completed to assess any impact on staff and ensure staff with protected characteristics are not unfairly disadvantaged.</p>

Religion or belief	No current data held for staff on religion or belief. It is not currently anticipated that changes will have an impact on any protected characteristics. Once the scope has been defined a subsequent EIA will be completed to assess any impact on staff and ensure staff with protected characteristics are not unfairly disadvantaged.
Sex	The current gender profile for staff in the Country Parks is: Women = 77% Men = 23% This is in line with the gender profile for HCC (76% women / 24% men). It is not currently anticipated that changes will have an impact on any protected characteristics. However, until the options for greater integrated working or different operating models are established, it is difficult to know the extent of any impact, if any, on protected characteristics. Once the scope has been defined a subsequent EIA will be completed to assess any impact on staff and ensure staff with protected characteristics are not unfairly disadvantaged.
Sexual orientation	No current data held for staff on sexual orientation. It is not currently anticipated that changes will have an impact on any protected characteristics. Once the scope has been defined a subsequent EIA will be completed to assess any impact on staff and ensure staff with protected characteristics are not unfairly disadvantaged.
Marriage & civil partnership	No current data held for staff on marriage and civil partnership. It is not currently anticipated that changes will have an impact on any protected characteristics. Once the scope has been defined a subsequent EIA will be completed to assess any impact on staff and ensure staff with protected characteristics are not unfairly disadvantaged.
Poverty	No current data held for staff on poverty. It is not currently anticipated that changes will have an impact on any protected characteristics. Once the scope has been defined a subsequent EIA will be completed to assess any impact on staff and ensure staff with protected characteristics are not unfairly disadvantaged.
Rurality	No current data held for staff on rurality. It is not currently anticipated that changes will have an impact on any protected characteristics. Once the scope has been defined a subsequent EIA will be completed to assess any impact on staff and ensure staff with protected characteristics are not unfairly disadvantaged.

Table 4 Explanation and mitigation for medium and high impacts

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

Table 5 Consideration of and explanation for positive impacts

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

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

N/A

Box 2

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

Until the development and growth opportunities are further defined it is unknown what the likely impact will be upon the workforce. A further, more detailed EIA will be undertaken at a later date once the scope and proposals have been developed.

SP23 Equality Impact Assessment - Countryside Service commercial strategies – service users

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Jo Montague	CCBS	Strategic Manager – Customer & Commercial	jo.montague@hants.gov.uk	07928 128539	28.06.21	2
2	EIA authoriser	Jo Heath	CCBS	Assistant Director - Natural Environment and Recreation	jo.heath@hants.gov.uk	07545 735629	01.07.21	2
3	EIA Coordinator	Rebecca Prowting	CCBS	Transformation Manager	eia.ccbs@hants.gov.uk	0370 779 8946	28.03.21	2

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Section one – information about the service and service change

Service affected	Countryside Service
Please provide a short description of the service / policy/project/project phase	The Countryside Service manages 8 visitor attractions (5 Country Parks, 2 Farm Attractions, 1 National Nature Reserve) 80 countryside sites, 3000 miles of rights of way and statutory responsibility for maintaining the definitive map for Hampshire, a rural development programme and series of capital works projects to improve and develop assets and service delivery. The service has over 3m counted visits each year of which 2m are to the visitor attractions. The primary users and customers are Hampshire residents, with visitor attractions attracting most visitors from within a 30-minute drive time.

<p>Please explain the new/changed service/policy/project</p>	<p>Across all Country Parks work will continue to develop the offer, identify assets and resources to grow earned income, particularly focusing on promoting off-peak usage, extending parking capacity to maximise peak season and develop new commercial activity as well as strengthen catering financial position. This will also include establishing a future model for Titchfield Haven National Nature Reserve (THNNR) to remove/reduce cash limit, which has different opportunities and considerations to the Country Parks.</p>
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Engagement and consultation

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

Has any pre-consultation engagement been carried out?

(Delete as appropriate)

No, but is planned to be undertaken

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 focus of income generation at the Country Parks is on extending the offer to the public and therefore formal consultation is not anticipated but local consultation may take place for developing new offers, if appropriate. Once the future options for THNNR have been established, public consultation may be required. Subsequent EIAs will also be carried out if any changes to service delivery are proposed.

Section two: Assessment

Table 1 Impact Assessment

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

Table 2 Geographical impact

Does the proposal impact on a specific area?

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
All currently assessed as neutral	As the options and development opportunities for the Country Parks and THNNR are not defined it is not currently known if this will impact on any protected characteristics, though it is anticipated impacts would not disproportionately impact on any protected characteristic group. However, once the scope has been defined a subsequent EIA will be completed as a more detailed assessment. As part of developing the opportunities for change, impact on protected characteristics for the public will be considered and assessed. As the ambition is to improve the customer offer it is likely any impact will be positive rather than negative.

Table 4 Explanation and mitigation for medium and high impacts

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

Table 5 Consideration of and explanation for positive impacts

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

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

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:

Until the development and growth opportunities are further defined it is unknown what the likely impact will be upon the public. A further, more detailed EIA will be undertaken at a later date once the scope and proposals have been developed.

SP23 Equality Impact Assessment - Hampshire Outdoor centres – Staff

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	David Drew	CCBS	Business Development Manager	David.drew2@hants.gov.uk	07565 201290	05.08.21	3
2	EIA authoriser	Jo Heath	CCBS	Assistant Director - Natural Environment and Recreation	jo.heath@hants.gov.uk	07545 735629	05.08.21	3
3	EIA Coordinator	Rebecca Prowting	CCBS	Transformation Manager	eia.ccbs@hants.gov.uk	0370 779 8946	05.08.21	3

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Section one – information about the service and service change

Service affected	Hampshire Outdoor Centres
Please provide a short description of the service / policy/project/project phase	Hampshire Outdoor Centres (HOC) is a non-statutory service comprising four residential outdoor education centres; three in Hampshire and one in South Wales. The service mission is to improve the lives of customers and deliver a safe, highly valued, cost effective and quality focused service through the provision of accessible outdoor education and recreational facilities. The centres provide opportunities for all customers to connect with the natural environment, create memorable experiences, learn new skills, and grow through personal development.

	<p>The service employees 65 permanent staff and at high season (summer) employees around 20 seasonal staff.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>Across all Hampshire Outdoor Centres (HOC), the service will focus on developing earned income through customer growth and retention. The growth objectives focus on three key themes:</p> <ul style="list-style-type: none"> • The development of the core educational offer which provides high quality outdoor learning for schools and other residential groups, supported by an increase in engagement with new customers in the marketplace. • Positioning Calshot Activities Centre as a core destination for visitors to the South Coast and developing into a place that people want to visit, explore, enjoy activities, eat and stay. • Creating new products which broaden ‘public’ access to the facilities at weekends and during the school holidays. <p>To support this programme across all Hampshire Outdoor Centres the service will explore new and more flexible ways of improving the productivity of our workforce to support the delivery of our growth programme.</p> <p>HOC will examine the impacts of introducing flexible contracting arrangements, changing product structures, releasing efficiencies in our budget establishment to enable financial growth. As part of the SP23 programme the anticipated staffing changes will seek to remove vacant posts and reduce casual budgets, using annualised contracts to match seasonal demands with workforce availability and is expected to focus on efficiencies.</p> <p>This SP23 programme is seeking to change the service delivered to the public, however it is not expected to adversely impact on staffing. Staff are currently used to working a proportionate and high number of weekends and operate on a flexible working system. Exploring alternative contract types is only likely to formalise the current working arrangements. Examining flexible and shorter contracting arrangements may open up new employment opportunities.</p>
<p>Engagement and consultation</p>	

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.

There is no public consultation currently planned as there is no anticipated change to service delivery.

Some proposed product changes may increase the ratio of instructors to participants, staff will be heavily involved in the design, implementation, and review of these new products to ensure they are equipped to deliver these sessions in a new way.

Contracting changes will reviewed with HR and if staff are impacted as part of these workstreams, or it is determined a staff consultation is required, these will be undertaken in line with appropriate HR policies and procedures. An updated EIA or subsequent EIA will also be carried out at that point if required.

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Section two: Assessment

Table 1 Impact Assessment

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

Table 2 Geographical impact

Does the proposal impact on a specific area?

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

Section three: Equality Statement

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	<p>The current age profile of the HOC workforce (May 2021);</p> <p><20 = 1.9%</p> <p>20-29 = 28.3%</p> <p>30-39 = 28.3%</p> <p>40-49 = 15.1%</p> <p>50-59 = 21.7%</p> <p>60-69 = 3.8%</p> <p>>70 = 0.9%</p> <p>The service has a good representation of staff across all age groups up until 60-69. 56.6% of staff fall within the 20-49 age group, with a further 36.8% in the 40 to 59 ages. SP23 workstreams are likely to have a neutral impact on most age groups but may have a positive impact on retired (65+) as the service looks to increase its use of volunteers.</p>
Disability	<p>1.6% of service staff declared a disability which is lower than the County Council as a whole (3.61 in 19/20) The SP23 projects are not expected to have a detrimental impact on any</p>

	staff in terms of ability to carry out their duties. Individual personnel needs will continue to be monitored by respective line managers and any adaptations put in place as required.
Gender reassignment	There is no data currently available on gender reassignment though there is no evidence that this protected characteristic would be disproportionately affected by the SP23 projects and the impact is therefore assessed as neutral.
Pregnancy and maternity	With 41% of women currently working within HOC it is possible that at the time of SP23 projects there may be staff on maternity leave or currently pregnant. Any staff on maternity leave during any period of change would be given the opportunity to engage in any relevant consultation and be kept briefed throughout the process. This equally applies to those off on paternity and adoption leave. However, there is currently no evidence that this protected characteristic would be disproportionately affected by any SP23 Project proposals and therefore the impact has been assessed as neutral. .
Race	96.8% of service staff have declared their ethnicity as White British and 3.2% of staff have not declared their ethnicity. There is no evidence that this protected characteristic would be disproportionately affected by the HOC SP23 projects.
Religion or belief	There is no data currently available on religion or belief though there is no evidence that this protected characteristic would be disproportionately affected by the SP23 projects and the impact is therefore assessed as neutral
Sex	59% of service staff are male and 41% female which is different to the wider County Council position which has 24% male and 76% female (2019/2020) The SP23 projects are not expected to have a detrimental impact on any staff in terms of their sex and therefore this has been assessed as neutral. There is recognition within HOC that there are less females in leadership roles (grades E to I) and HOC are actively exploring how to address this imbalance. SP23 workstreams with associated new employment opportunities (e.g. Calshot Visitor Services Manager Grade F) may help to reduce this in balance if the best candidate is female. HOC is also actively engaging with other organisations, (the Outward Bound Trust), facing similar challenges and considering how to encourage women into more senior leadership roles within the industry.
Sexual orientation	There is currently no data available on sexual orientation though there is no evidence that this protected characteristic would be disproportionately affected by the SP23 projects and the impact is therefore assessed as neutral.

Marriage & civil partnership	There is currently no data available on marriage and civil partnership though there is no evidence that this protected characteristic would be disproportionately affected by the SP23 projects and the impact is therefore assessed as neutral.
Poverty	The service expects SP23 workstreams to have a neutral impact on this protected characteristic. The service and HR regularly check to ensure the average pay of staff working hours do not fall below the National Living Wage and in rare circumstances where this happens, additional payments are made. Existing HCC pay scales will continue to be followed. It is anticipated that further down the line HOC may need to introduce further instructional resources into the team which will create new employment opportunities. In general, the service expects SP23 workstreams to have a neutral impact on this protected characteristic.
Rurality	It is not anticipated that SP23 workstreams will impact on staff who live in Rural areas. Once the full scope of workstreams have been defined, HOC will assess any impact on staff and either update this EIA or complete a subsequent EIA.

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Table 4 Explanation and mitigation for medium and high impacts

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

Table 5 Consideration of and explanation for positive impacts

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

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

Once the full scope of each work stream has been defined, HOC will either update this and related EIAs or undertake a subsequent EIA and establish if these alternations are likely to impact (positively or negatively) on any key protected or other characteristic. A separate EIA has been completed for HOC SP23 considering the impact on the public and customers.

In accordance with the Working Time Directive, all instructional staff work an average of 37 hours per week over a 26 week reference period. Time off In Lieu is given for any additional hours which are mutually agreed in advance. TOIL is monitored and managed consistently to ensure there is no significant build up and staff receive adequate time off. Weekend working is regularly monitored to ensure a fair and even distribution amongst the team. Team members can book annual leave and request not to be scheduled for particular shifts which are considered when rotas are devised, usually a month in advance. This practice is common place within the Outdoor Activities Sector.

HOC will explore the opportunity to introduce annualised contracts for some seasonal roles, which will provide them with an opportunity to be paid a consistently year-round (including across periods when they are not working) and the offer the Centres the opportunity to schedule hours which are closer to the needs of the business. In practice an annualised contract is unlikely to increase or decrease the number of hours a member of staff is working. This proposal provides an opportunity to formalise the reality of what happens currently. It is likely that annualised hours will be offered as one contract type in a range of options which could be presented to employees.

A key focus in the growth programme is to increase the number of weekday school groups and opportunities at weekend and during the school holidays. Initially HOC will look to staff these increases from within the current pool of instructors meaning some changes to staff working patterns.

It is anticipated that further down the line HOC may need to introduce further instructional resources into the team which will create new employment opportunities.

Opening the Centres to new and diverse audience is likely to change the customer base. HOC will need to assess these impacts and put in place further training and support with our team to ensure they can meet a diverse range of customer requirements.

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:

HOC's SP23 programme is focused on expanding access to service, improving the way we work and improving the way services are delivered. The impact of these changes may result in different contract types offered, different hours being available and improvements to how staff work but at this stage, this is more of an expansion of current options and not fundamental changes which impact on any specific protected characteristics, however, as the scope for each work stream is defined, we will, depending on the outcome of explorations update this EIA or complete a subsequent EIA.

SP23 Equality Impact Assessment - Hampshire Outdoor centres – service users

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	David Drew	CCBS	Business Development Manager	David.drew2@hants.gov.uk	07565 201290	28.06.21	3
2	EIA authoriser	Jo Heath	CCBS	Assistant Director - Natural Environment and Recreation	jo.heath@hants.gov.uk	07545 735629	01.07.21	3
3	EIA Coordinator	Rebecca Prowting	CCBS	Transformation Manager	eia.ccbs@hants.gov.uk	0370 779 8946	28.06.21	3

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Section one – information about the service and service change

Service affected	Hampshire Outdoor Centres
Please provide a short description of the service / policy/project/project phase	Hampshire Outdoor Centres (HOC) is a non-statutory service comprising four residential outdoor education centres; three in Hampshire and one in South Wales. The service mission is to improve the lives of customers and deliver a safe, highly valued, cost effective and quality focused service through the provision of accessible outdoor education and recreational facilities. The centres provide opportunities for all customers to connect with the natural environment, create memorable experiences, learn new skills, and grow through personal development.

<p>Please explain the new/changed service/policy/project</p>	<p>Across all Hampshire Outdoor Centres (HOC), the service will focus on developing earned income through customer growth and retention, particularly focusing on modernising the facilities, introducing new products at different price points to encourage year-round use of the facilities, increased commercialisation of the service strengthened by a robust tactical marketing plan and capitalising on the introduction digital booking platforms to provide flexible choices about when and how they access our services.</p> <p>HOC growth objectives focus on three key themes:</p> <ul style="list-style-type: none"> • The development of the core educational offer which provides high quality outdoor learning for schools and other residential groups, supported by an increase in engagement with new customers in the marketplace. • Positioning Calshot Activities Centre as a core destination for visitors to the South Coast and developing into a place that people want to visit, explore, enjoy activities, eat and stay. • Creating new products which broaden ‘public’ access to the facilities at weekends and during the school holidays.
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<p>Engagement and consultation</p>		
<p>The County Council’s <i>Serving Hampshire Balancing the Budget</i> consultation (2021-2023) will seek residents’ and stakeholders’ views on strategic options for funding the Authority’s budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed ‘stage two’ consultation before any decisions on service specific changes are made.</p>		
<p>Has any pre-consultation engagement been carried out?</p>		
<p>(Delete as appropriate)</p>		
<p>Yes</p>		
<p></p>		

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

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

As part of the business development review, feedback was sought from service users, partners, and schools. These views have directly influenced the shape of HOC plans.

In addition, the service has recently undertaken an informal consultation for the Calshot Café and received 759 responses.

These responses will be used to support the outline business case for café improvements.

The focus of income generation within Hampshire Outdoor Centres is on extending the offer to the public and therefore formal consultation is not anticipated but further local consultation may take place for developing new offers, if appropriate.

Section two: Assessment**Table 1 Impact Assessment**

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

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

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Table 2 Geographical impact

Does the proposal impact on a specific area?

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Gender reassignment	It is not anticipated that modernising the facilities, introducing new products to grow the customer base and support income generation will disproportionately impact on gender reassignment, and therefore the impact is considered to be neutral.
Pregnancy and maternity	It is not anticipated that modernising the facilities, introducing new products to grow the customer base and support income generation will impact on pregnancy and maternity, and therefore the impact is considered to be neutral.
Religion or belief	It is not anticipated that modernising the facilities, introducing new products to grow the customer base and support income generation will disproportionately impact on religion or belief, and therefore the impact is considered to be neutral.
Sex	It is not anticipated that modernising the facilities, introducing new products to grow the customer base and support income generation will disproportionately impact on sex, and therefore the impact is considered to be neutral.
Sexual orientation	It is not anticipated that modernising the facilities, introducing new products to grow the customer base and support income generation will disproportionately impact on sexual orientation, and therefore the impact is considered to be neutral.
Rurality	It is not anticipated that modernising the facilities, introducing new products to grow the customer base and support income generation will disproportionately impact on rurality, and therefore the impact is considered to be neutral. It is noted, Hampshire Mountain Centre is located in the Brecon Beacon national park and generally attracts School customers who want to visit a remote mountain environment. In the past 12 months effort have been made to engage local schools who may benefit from using the centre.

Table 4 Explanation and mitigation for medium and high impacts

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

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
Age	<p>HOC will be looking at ways to increase work undertaken with Schools and youth based residential groups, and aligning the programmes to an outcome driven model, which will provide more opportunities for young people to access the service and benefit from activities designed to increase their skill and understanding of the world, build relationships and improve physical and mental wellbeing.</p> <p>Calshot Café recently undertook a survey and collected 759 responses. 36% of respondents were over the age of 55 and this is likely good reflection of the customer base. Calshot are looking to improve access to the on-site café which will incorporate more informal users (walkers/dog walkers) and include better seating and a new ramped entrance. Along with other improvements to layout and menu its expected future improvements will positively impact on older people, to access the café and use the space as a social gathering point.</p> <p>Calshot is looking to undertake a movement planning exercise which will evaluate how customers move around the centre and the impact future plans may have. Specific age groups will be looked at as part of this planning exercise.</p>
Disability	Destination Calshot seeks to install new footpaths around centre and improve the external entrance which will improve the safe routes to physically access the centre.

	<p>Hampshire Mountain Centre is a remote facility situated on the side of the hill. Consideration is being given to include a more accessible parking bay in the centres courtyard. Runways End is considered to be the most accessible facility and Forge lodge is a fully equipped accommodation unit. Consideration is being given to build an accessible pod which would be designed to support people with a range of disabilities.</p> <p>No changes at Tile Barn.</p>
Marriage & civil partnership	<p>Destination Calshot will explore opening the centre facilities to host weddings and civil partnership ceremonies creating new opportunities for residents to connect with the centre.</p> <p>No changes at other centres.</p>
Race	<p>Business options are being explored to increase the number of bed spaces at the Hampshire Mountain Centre allowing the centre to accommodate two class sizes. Through the existing partnership with The Portal Trust, HOC could increase the opportunities for BAME participants from inner city London to access a rural mountain environment. For many it may be the first trip outside of a city environment.</p> <p>At this stage, no other proposals will specifically target BAME communities however as the proposals are broadly based on increasing access to the facilities, its likely opportunities will exist to work with BAME groups.</p>
Poverty	<p>HOC are exploring options to introduce a Superpod at Runways End, which will include a self-catered kitchen, communal dining space and environmental classroom, that, combined with the camping pods, will allow the centre to create a low budget activity package which will open access to groups for which budget for such activity is a significant pressure.</p>

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

Tile Barn Poppy Pods were built in partnership with the Military Covenant Fund and the British Legion to provide accommodation for schools/youth groups during term time weekdays and military families only during the weekends and school holidays. The agreement has now expired and continuing to restrict weekend and school holidays access to military families only may mean HCC is not meeting its public equality duties. The service is currently seeking legal advice on the issue which may result in opening weekend and school holidays access to the poppy pods for wider public use. A further EIA will be completed once the legal position has been established and options for future use have been agreed. A separate EIA that considers the impact of these proposals on staff has been completed.

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:

Some projects are still in the scoping stage and it is not yet known if this will impact on any protected characteristics, however, once the scope has been defined a subsequent EIA will be completed as part of developing the opportunities for growth. As the ambition is to improve the customer offer it is likely any impact will be positive rather than negative.

SP23 Equality Impact Assessment - Asbestos Management Service operating model review - staff

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Arran Cobley	CCBS	Executive Manager (Asbestos)	arran.cobley@hants.gov.uk	07960 411852	18.6.2021	V2
2	EIA authoriser	Patrick Blogg	CCBS	Deputy Director for CCBS	Patrick.Blogg@hants.gov.uk	03707 796865	05.7.2021	V2
3	EIA Coordinator	Rebecca Prowting	CCBS	Transformation Manager	eia.ccbs@hants.gov.uk	0370 779 8946	18.6.2021	V2

Section one – information about the service and service change

Service affected	Asbestos Management Services
Please provide a short description of the service / policy/project/project phase	<p>The service provides UKAS accredited asbestos testing and inspection services, designs and delivers asbestos management controls to help enable the County Council to meet its statutory obligations in relation to the Control of Asbestos Regulations. The service also includes delivery of drone services.</p> <p>SP23 project - Review of Asbestos Service & implementation of a fit for purpose operating model to ensure full cost recovery of service provision as a minimum. To incorporate assessment of fee models & income streams, efficiencies, non-fee earning work, business plan development.</p>

<p>Please explain the new/changed service/policy/project</p>	<p>The Asbestos Service proposes to review and make changes to the way in which they operate. This will include an appraisal of their current portfolio of services and the staffing structure required to deliver these. The review will consider the best ways to deliver required service savings whilst maintaining sustainable, fit-for-purpose and deliverable services. The review may propose changes to the total number of roles within the Services, and/or amendments to role responsibilities and tasks.</p>
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Engagement and consultation

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

Has any pre-consultation engagement been carried out?

(Delete as appropriate)

	<p>No</p>	
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Describe the consultation or engagement you have performed or are intending to perform.

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

No staff or Trade Union consultation has yet been carried out. Until the Service's ways of working and staffing structures have been reviewed, it is currently unknown what the likely impact will be upon staff. Consultation activities will be carried out as appropriate when further details of any proposed changes are understood.

Section two: Assessment

Table 1 Impact Assessment

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

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Poverty		X				Staff
Rurality		X				Staff

Table 2 Geographical impact

Does the proposal impact on a specific area?

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

Section three: Equality Statement

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	Current age profile of the Asbestos Management Services: 20-29 = 13% 30-39 = 34.8% 40-49 = 39.1% 50-59 = 13%

	The age profile in the Asbestos Management Services differs from the Corporate profile in that it has more staff in mid age ranges and less in the upper age range. Until the review of Asbestos Management Services is complete and required workforce changes are confirmed, it is difficult to know the extent of the impact of this on this protected characteristic, but it would be expected to be neutral or low. If required, stringent decision-making processes would be put in place to ensure that individuals are not unfairly disadvantaged because they possess a particular characteristic.
Disability	No staff have declared a disability. However, care will be taken to ensure changes do not unfairly disadvantage those from this protected characteristic group.
Gender reassignment	No staff have indicated that they are in this protected characteristic group. It is not thought that changes will have a disproportionate impact on this protected characteristic.
Pregnancy and maternity	One member of staff falls in this protected characteristic group. Until the review of Asbestos Management Services is complete and required workforce changes are confirmed, it is difficult to know the extent of the impact of this on this protected characteristic, but it would be expected to be neutral or low. If required, stringent decision-making processes would be put in place to ensure that individuals are not unfairly disadvantaged because they possess a particular characteristic.
Race	Current ethnicity profile of the Asbestos Management Services: 95.7% white 4.3% not obtained Until the review of Asbestos Management Services is complete and required workforce changes are confirmed, it is difficult to know the extent of the impact of this on this protected characteristic, but it would be expected to be neutral or low. If required, stringent decision-making processes would be put in place to ensure that individuals are not unfairly disadvantaged because they possess a particular characteristic.
Religion or belief	No current data on religion of belief profile of the Asbestos Management Services team. Until the review of Asbestos Management Services is complete and required workforce changes are confirmed, it is difficult to know the extent of the impact of this on this protected characteristic, but it would be expected to be neutral or low. If required, stringent decision-making processes would be put in place to ensure that individuals are not unfairly disadvantaged because they possess a particular characteristic.

Sex	<p>Current gender profile of the Asbestos Management Services team: 74% male (compared to 24% male staff within HCC) 26% female (compared to 76% female staff within HCC) There is an uneven gender split currently within the team, with 74% male staff compared to 26% female. Until the review of Asbestos Management Services is complete and required workforce changes are confirmed, it is difficult to know the extent of the impact of this on this protected characteristic, but it would be expected to be neutral or low. If required, stringent decision-making processes would be put in place to ensure that individuals are not unfairly disadvantaged because of their gender.</p>
Sexual orientation	<p>No current data on sexual orientation profile of the Asbestos Management Services team. It is not thought that changes will have an impact on this protected characteristic.</p>
Marriage & civil partnership	<p>No current data on marriage and civil partnership profile of the Asbestos Management Services team. It is not thought that changes will have a disproportionate impact on this protected characteristic.</p>
Poverty	<p>No current data on poverty profile of the Asbestos Management Services team. It is not thought that changes will have a disproportionate impact on this protected characteristic.</p>
Rurality	<p>No current data on rurality profile of the Asbestos Management Services team. It is not thought that changes will have a disproportionate impact on this protected characteristic.</p>

Table 4 Explanation and mitigation for medium and high impacts

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

Table 5 Consideration of and explanation for positive impacts

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

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

Although changes in the service’s way of working and changes to the staffing structure are not expected to have an impact on any of the protected characteristics, if changes do represent a risk once proposed they are fully identified, more detailed EIAs will be undertaken at a later date, with appropriate consideration and action taken in respect of their findings.

The work delivered by the team is primarily for internal clients and partners, rather than being delivered directly to the public. Full testing and inspection services need to be maintained to ensure ongoing compliance with Regulations. There are not any foreseen impact on other HCC departments or partners (customers) and therefore an EIA has not been completed for the public. If, when the review and outcomes are clearer, any changes may represent a risk to clients and partners, a more detailed EIA will be undertaken, again with appropriate consideration and action taken in respect of their findings.

Box 2

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

N/A

SP23 Equality Impact Assessment - Hampshire Scientific Service expansion of drug testing services – staff and service users

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Anne Scarrett	CCBS	Head of Scientific Services	anne.scarrett@hants.gov.uk	0370 779 4774	26.03.2021	01
2	EIA authoriser	Patrick Blogg	CCBS	Deputy Director of CCBS	Patrick.blogg@hants.gov.uk	0370 779 6865	29.06.21	01
3	EIA Coordinator	Rebecca Prowting	CCBS	Transformation Manager	eia.ccbs@hants.gov.uk	0370 779 8946	28.06.21	01

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Section one – information about the service and service change

Service affected	Hampshire Scientific Service
Please provide a short description of the service / policy/project/project phase	HSS provide a range of scientific analytical services to customers predominantly in the public sector; Coroners, Police, Trading Standards, Schools, Local Authorities and Central Government, supplemented by smaller private sector clients. Forensic testing of drugs seized by Hampshire Constabulary is currently carried out by a team of 2 staff who can process around 30 case submissions a month.

<p>Please explain the new/changed service/policy/project</p>	<p>Create additional drugs testing capacity, increasing number of reporting drug scientists by Mar 2023 to enable 60 cases a month to be processed with the aim of securing additional drugs contract in by March 2023.</p> <p>Positive business impacts in terms of growth of existing service provision/capacity; improved quality of service delivery for partners – Hampshire Constabulary, Thames Valley Police – as a result of reliability/security of provision, increased volume of work delivered, reduced turnaround times etc.; likely to improve and strengthen relationships with partners. It is expected creating additional drug testing capacity will have no adverse impacts on existing service users or HSS staff. It is likely to include the recruitment of 1 additional staff member.</p>
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Engagement and consultation

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

Has any pre-consultation engagement been carried out?

(Delete as appropriate)

	<p>No</p>	
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Describe the consultation or engagement you have performed or are intending to perform.

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

No consultation or engagement planned as HSS are increasing existing services to generate additional income and there is no likely impact to residents or stakeholders.

Section two: Assessment**Table 1 Impact Assessment for both staff and public**

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

Rurality		X				Both
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Table 2 Geographical impact

Does the proposal impact on a specific area?

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

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Section three: Equality Statement

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	The planned growth for expansion of drug testing services are not expected to have an disproportionate impact on age.
Disability	The planned growth for expansion of drug testing services are not expected to have an disproportionate impact on disability.
Gender reassignment	The planned growth for expansion of drug testing services are not expected to have an disproportionate impact on gender reassignment.

Pregnancy and maternity	The planned growth for expansion of drug testing services are not expected to have an disproportionate impact on pregnancy and maternity.
Race	The planned growth for expansion of drug testing services are not expected to have an disproportionate impact on race.
Religion or belief	The planned growth for expansion of drug testing services are not expected to have an disproportionate impact on religion or belief.
Sex	The planned growth for expansion of drug testing services are not expected to have an disproportionate impact on sex.
Sexual orientation	The planned growth for expansion of drug testing services are not expected to have an disproportionate impact on sexual orientation.
Marriage & civil partnership	The planned growth for expansion of drug testing services are not expected to have an disproportionate impact on marriage and civil partnership.
Poverty	The planned growth for expansion of drug testing services are not expected to have an disproportionate impact on poverty.
Rurality	The planned growth for expansion of drug testing services are not expected to have an disproportionate impact on rurality.

Table 4 Explanation and mitigation for medium and high impacts

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

Table 5 Consideration of and explanation for positive impacts

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

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

Recruitment for additional staff will be conducted with an inclusion and diversity approach following HCC procedures to ensure it is as inclusive as possible.

Box 2

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

Expansion of existing services to increase the provision of drug testing will not have any adverse impacts on existing service users or HSS staff.

SP23 Equality Impact Assessment – Registration Service income streams – staff

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Sophia Vowels	CCBS	Senior Project Officer	sophia.vowels@hants.gov.uk	03707 798408	10.06.21	3
2	EIA authoriser	Emma Noyce	CCBS	Assistant Director of Cultural and Information Services	Emma.noyce@hants.gov.uk	03707 79 8373	10.06.21	3
3	EIA Coordinator	Rebecca Prowting	CCBS	Transformation Manager	eia.ccbs@hants.gov.uk	03707 798946	30.06.21	3

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Section one – information about the service and service change

Service affected	Registration Service
Please provide a short description of the service / policy/project/project phase	The Registration Service is responsible for recording key life events for the people of Hampshire in line with the correct legal procedures. Its statutory functions include the registration of births, deaths, marriages and civil partnerships occurring within Hampshire, alongside other statutory obligations such as conducting Citizenship ceremonies, licensing venues where civil marriage and civil partnerships may be solemnised, and being the custodian of registers (birth, death and marriage) dating back to 1837. It also has a part to play in combating fraud and protecting the public, particularly in helping to prevent forced and sham marriages. The Service registers approximately 8,000 births and 10,000 deaths every year and delivers nearly 5,000 ceremonies.

	<p>As well as upholding its statutory obligations, the Registration Service also offers a number of ‘choose to use’ services such as:</p> <ul style="list-style-type: none"> • A range of alternative ceremonies including renewal of vows; welcoming, commitment and private Citizenship ceremonies • The ‘Tell Us Once’ service for all customers attending to register a death • Commemorative certificates
<p>Please explain the new/changed service/policy/project</p>	<p>The Registration Service is required to continue to increase its income and develop new income streams to contribute to the Council’s Savings Programme to 2023 (SP23).</p> <p>Changes to statutory services at a national level are expected to result in additional income for the Service through a) an increase in marriage certificate sales due to the introduction of the marriage schedule system and b) changes to the way EU nationals will be required to give notice of marriage in the future.</p> <p>The implementation of the marriage schedule system, and the resulting switch to an electronic register, means that Churches are no longer able to issue marriage certificates as part of the marriage ceremony. Instead, couples who have solemnised their marriage in a Church/Religious Building must apply to their local Registration service who will issue the requested marriage certificates for an associated fee.</p> <p>Additionally, new or improved service offerings will be introduced and are expected to include:</p> <ul style="list-style-type: none"> • live ceremony streaming • priority virtual Citizenship ceremonies • the expansion of Register Office ceremony availability. <p>Income modelling will be conducted ahead of any implementation to ensure that Hampshire Registration expands the right services and/or introduces new services at a rate that generates income whilst remaining competitive.</p>

<p>The County Council's <i>Serving Hampshire Balancing the Budget</i> consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.</p>	
<p>Has any pre-consultation engagement been carried out? (Delete as appropriate)</p>	
	<p>No, but is planned to be undertaken</p>
<p>Describe the consultation or engagement you have performed or are intending to perform. Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.</p>	
<p>Formal consultation with staff would only be carried out if it were identified that the introduction of a new or improved service would require changes to weekend working arrangements (including contractual changes). This would apply in the case of national changes imposed upon the Service, as well as in the case of local proposals to adapt and grow the service offering. In such circumstances, guidance and support would be secured from HR colleagues to ensure Hampshire policies are observed and Trade Unions would be engaged as part of any formal launch. Comments and suggestions made as part of any consultation process would be evaluated and used to inform decisions taken around future service offerings and the delivery method adopted.</p> <p>Communication with staff has already commenced in respect of the upcoming introduction of the schedule system which is expected to come into effect in May 2021. Proactive engagement will also be held through team meetings, 1:1s and e-noticeboard items to keep staff apprised of any future planned changes to service provision. This will include opportunities for staff to feedback and share their views as well as the provision of relevant training on any new processes or technologies as required.</p>	

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Section two: Assessment

Table 1 Impact Assessment

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

Table 2 Geographical impact

Does the proposal impact on a specific area?

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	Neutral – The age profile of the Registration Service is weighted towards the upper end of the scale with 59% of staff aged 50 or over. There is, however, no evidence that this protected characteristic would be disproportionately affected by the introduction of new or improved service offerings, or by any associated changes to weekend working arrangements should these be required. For this reason, the impact has been assessed as neutral.
Disability	Neutral – There are currently two staff members within the Registration Service with a declared disability (1.7%). This compares to 3.9% across the organisation (as of November 2020). There is, however, no evidence that this protected characteristic would be disproportionately affected by the introduction of new or improved service offerings, or by any associated changes to weekend working arrangements should these be required. For this reason, the impact has been assessed as neutral.

Gender reassignment	Neutral – There is no evidence that this protected characteristic would be disproportionately affected by the introduction of new or improved service offerings, or by any associated changes to weekend working arrangements should these be required.
Pregnancy and maternity	Neutral – There is no evidence that this protected characteristic would be disproportionately affected by the introduction of new or improved service offerings, or by any associated changes to weekend working arrangements should these be required. Should a staff consultation be required any staff on maternity leave – or paternity or adoption leave – would be afforded the opportunity to engage in the process and would be contacted individually to ensure they are able to participate and ask any questions.
Race	Neutral – There is no evidence that this protected characteristic would be disproportionately affected by the introduction of new or improved service offerings, or by any associated changes to weekend working arrangements should these be required.
Religion or belief	Neutral – There is no evidence that this protected characteristic would be disproportionately affected by the introduction of new or improved service offerings, or by any associated changes to weekend working arrangements should these be required.
Sex	Neutral – Within the Registration Service, 89% of employees are female and 11% are male. This diverges from HCC as a whole where 76% of employees are female and 24% are male (as of November 2020). There is, however, no evidence that this protected characteristic would be disproportionately affected by the introduction of new or improved service offerings, or by any associated changes to weekend working arrangements should these be required. For this reason, the impact has been assessed as neutral.
Sexual orientation	Neutral – There is no evidence that this protected characteristic would be disproportionately affected by the introduction of new or improved service offerings, or by any associated changes to weekend working arrangements should these be required.
Marriage & civil partnership	Neutral – There is no evidence that this protected characteristic would be disproportionately affected by the introduction of new or improved service offerings, or by any associated changes to weekend working arrangements should these be required.
Poverty	Neutral – The grade profile of staff working for the Hampshire Registration Service is skewed towards the lower grades with 7% at Grade C and 84% at Grade D. There is no evidence, however, that this protected characteristic would be disproportionately affected by the introduction of new or improved

	service offerings, or by any associated changes to weekend working arrangements should these be required. For this reason, the impact has been assessed as neutral.
Rurality	Neutral – There is no evidence that this protected characteristic would be disproportionately affected by the introduction of new or improved service offerings, or by any associated changes to weekend working arrangements should these be required.

Table 4 Explanation and mitigation for medium and high impacts

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

Table 5 Consideration of and explanation for positive impacts

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

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

Until the income modelling exercise has been concluded and decisions taken regarding which new services will be introduced and/or which existing services will be expanded upon, it is impossible to definitively state what the likely impact on staff will be. Once this – and the implications of any national changes – become clearer, further, more detailed EIAs may need to be undertaken with appropriate consideration and action taken in respect of any conclusions drawn.

Box 2

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

N/A

SP23 Equality Impact Assessment – Registration Service income streams – service users

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Sophia Vowels/ Jane Bartlett	CCBS	Senior Project Officer	sophia.vowels@outlook.com	03707 798408	19.04.21	3
2	EIA authoriser	Emma Noyce	CCBS	Assistant Director of Cultural and Information Services	Emma.noyce@hants.gov.uk	03707 79 8373	10.06.21	3
3	EIA Coordinator	Rebecca Prowting	CCBS	Transformation Manager	eia.ccbs@hants.gov.uk	03707 798946	30.06.21	3

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Section one – information about the service and service change

Service affected	Registration Service
Please provide a short description of the service / policy/project/project phase	The Registration Service is responsible for recording key life events for the people of Hampshire in line with the correct legal procedures. Its statutory functions include the registration of births, deaths, marriages and civil partnerships occurring within Hampshire, alongside other statutory obligations such as conducting Citizenship ceremonies, licensing venues where civil marriage and civil partnerships may be solemnised, and being the custodian of registers (birth, death and marriage) dating back to 1837. It also has a part to play in combating fraud and protecting the public, particularly in helping to prevent forced and sham marriages. The Service registers

	<p>approximately 8,000 births and 10,000 deaths every year and delivers nearly 5,000 ceremonies.</p> <p>As well as upholding its statutory obligations, the Registration Service also offers a number of ‘choose to use’ services such as:</p> <ul style="list-style-type: none"> • A range of alternative ceremonies including renewal of vows; welcoming, commitment and private Citizenship ceremonies • The ‘Tell Us Once’ service for all customers attending to register a death • Commemorative certificates
<p>Please explain the new/changed service/policy/project</p>	<p>The Registration Service is required to continue to increase its income and develop new income streams to contribute to the Council’s Savings Programme to 2023 (SP23).</p> <p>Changes to statutory services at a national level are expected to result in additional income for the Service through a) an increase in marriage certificate sales due to the introduction of the marriage schedule system and b) changes to the way EU nationals will be required to give notice of marriage in the future.</p> <p>The implementation of the marriage schedule system, and the resulting switch to an electronic register, means that Churches are no longer able to issue marriage certificates as part of the marriage ceremony. Instead, couples who have solemnised their marriage in a Church/Religious Building must apply to their local Registration service who will issue the requested marriage certificates for an associated fee.</p> <p>Additionally, new or improved service offerings will be introduced and are expected to include:</p> <ul style="list-style-type: none"> • live ceremony streaming • priority virtual Citizenship ceremonies • the expansion of Register Office ceremony availability.

	Income modelling will be conducted ahead of any implementation to ensure that Hampshire Registration expands the right services and/or introduces new services at a rate that generates income whilst remaining competitive.
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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.

No targeted engagement of service users will be conducted as the Registration Service is intending to expand the service offering rather than reduce or stop services. Whilst income modelling will take place to ensure that the right services (i.e. the most cost effective services for growth) are introduced and/or expanded, this will be undertaken using existing service data and will not require direct consultation with customers.

Annual benchmarking is already well-established across the South East region and findings from this, along with any insights gleaned from the customer feedback system, will be considered alongside the income modelling work to help inform the decision-making process and ensure that the services being delivered are of a high standard and likely to meet customer expectations.

Following implementation, Registration will need to consider promotion of any new services whilst at the same time monitoring uptake and flexing plans accordingly.

Section two: Assessment

Table 1 Impact Assessment

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

Marriage & civil partnership	X X					Public
Poverty			X			Public
Rurality			X			Public

Table 2 Geographical impact

Does the proposal impact on a specific area?

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	<p>Low Negative – There may be a greater emphasis on accessing online/virtual services as part of the new and/or improved services introduced. This could disadvantage members of the public who are unable to access digital content or who feel less confident accessing the Service in this way. This could include older people. According to ONS figures on internet usage in 2019, 99% of adults aged 16 to 44 in the UK were identified as being recent internet users as compared to 83% of adults aged 65-74 and 47% of adults aged 75 years and over. 47% of adults aged 75 years and over had also never used the internet.</p> <p>Until the full extent of plans for any new/improved services are known it is difficult to truly gauge the impact these changes could have on this protected characteristic, however, it is expected that it would be either low negative or neutral. This is due to the fact that some of these services would be ‘choose to use’ and so customers could opt-in or out depending on their own personal preferences around accessing content digitally. Any impact would also be mitigated by ensuring that user experience and accessibility is considered in all cases where changes are being made so that online content is as clear and easy to navigate as possible. Furthermore, any proposed changes would not result in the halting of other contact methods, such as telephone or face-to-face, which customers could still use in lieu of digital methods.</p> <p>It is also worth noting that one proposed new service – live ceremony streaming – would be delivered directly by staff and so customers choosing this service would benefit from the use of this digital facility without having to navigate the technology themselves.</p> <p>In contrast to the statement made above regarding the potential negative impact on this protected characteristic, older people with decreased mobility (or those with young families or caring responsibilities) may in fact experience an improved customer journey due to the increased availability of online/virtual services removing the need to travel to a physical</p>

	office in some circumstances. This could therefore also have a positive impact on this protected characteristic.
Disability	<p>Low Negative – There may be a greater emphasis on access to online/virtual services as part of the new and/or improved services introduced. This could disadvantage members of the public who are unable to access digital content or who feel less confident accessing the Service in this way. This could include people with disabilities. According to ONS figures on internet usage in 2019, 22% of adults who self-assess as having a disability in line with the Equality Act definition had either never used the internet or had not used the internet in more than three months. This dropped to 5% of adults who do not self-assess as having a disability in line with the Equality Act.</p> <p>Until the full extent of plans for any new/improved services are known it is difficult to truly gauge the impact these changes could have on this protected characteristic, however, it is expected that it would be either low negative or neutral. This is due to the fact that some of these services would be ‘choose to use’ and so customers could opt-in or out depending on their own personal preferences around accessing content digitally. Any impact would also be mitigated by ensuring that user experience and accessibility is considered in all cases where changes are being made so that online content is as clear and easy to navigate as possible. Furthermore, any proposed changes would not result in the halting of other contact methods, such as telephone or face-to-face, which customers could still use in lieu of digital methods.</p> <p>It is also worth noting that one proposed new service – live ceremony streaming – would be delivered directly by staff and so customers choosing this service would benefit from the use of this digital facility without having to navigate the technology themselves.</p> <p>In contrast to the statement made above regarding the potential negative impact this could have, some people with disabilities may in fact experience an improved customer journey due to the increased availability of online/virtual services which could even have a positive impact on this protected characteristic.</p>
Gender reassignment	Neutral – There is no evidence that this protected characteristic would be disproportionately affected by proposals to expand the service offering. Any new/improved services would be

	made available to all relevant customers regardless of any protected characteristics they hold.
Pregnancy and maternity	Neutral – There is no evidence that this protected characteristic would be disproportionately affected by proposals to expand the service offering. Any new/improved services would be made available to all relevant customers regardless of any protected characteristics they hold.
Race	<p>Neutral – There may be a greater emphasis on access to online/virtual services as part of the new and/or improved services introduced. This could disadvantage members of the public who feel less confident accessing the Service in this way. This could include people for whom English is their second language as they may find it more challenging to understand/follow online instructions. According to the 2011 Census, 96.8% of people in Hampshire speak English as their ‘main language’, which is higher than the percentage for England as a whole (92.0%).¹</p> <p>Until the full extent of plans for any new/improved services are known it is difficult to truly gauge the impact these changes could have on this protected characteristic, however, it is expected that it would be neutral. Any impact would be mitigated by ensuring that user experience and accessibility is considered in all cases where changes are being made so that online content is as clear and easy to navigate as possible. Any proposed changes would also not result in the halting of other contact methods, such as telephone or face-to-face, which customers could still use in lieu of digital methods.</p> <p>It is also worth noting that whilst some may find it more difficult to access information virtually/online, others may actually experience an improved customer journey by accessing the Service in this way.</p>
Religion or belief	Neutral – There is no evidence that this protected characteristic would be disproportionately affected by proposals to expand the service offering. Any new/improved services would be made available to all relevant customers regardless of any protected characteristics they hold.

¹ Hampshire Facts + Figures (April 2020) / figures taken from the 2011 Census

Sex	Neutral – There is no evidence that this protected characteristic would be disproportionately affected by proposals to expand the service offering. Any new/improved services would be made available to all relevant customers regardless of any protected characteristics they hold.
Sexual orientation	Neutral – There is no evidence that this protected characteristic would be disproportionately affected by proposals to expand the service offering. Any new/improved services would be made available to all relevant customers regardless of any protected characteristics they hold.
Poverty	<p>Low Negative – There may be a greater emphasis on accessing online/virtual services as part of the new and/or improved services introduced. This could disadvantage members of the public who are unable to access digital content or who feel less confident accessing the Service in this way. This could include people from lower socioeconomic groups as some poorer households may not be able to afford equipment and/or regular access to the internet. Hampshire has 40 neighbourhoods (out of 1,005 in total) which are categorised as being in the 20% most deprived areas in England.²</p> <p>Until the full extent of plans for any new/improved services are known it is difficult to truly gauge the impact these changes could have on this group, however, it is expected that it would be either low negative or neutral. This is due to the fact that some of these services would be ‘choose to use’ and so customers could opt-in or out depending on their own personal preferences around accessing content digitally and/or their personal budget. Any impact would also be mitigated by ensuring that user experience and accessibility is considered in all cases where changes are being made so that online content is as clear and easy to navigate as possible. Furthermore, any proposed changes would not result in the halting of other contact methods, such as telephone or face-to-face, which customers could still use in lieu of digital methods.</p> <p>It is also worth noting that one proposed new service – live ceremony streaming – would be delivered directly by staff and so customers choosing this service would benefit from the use</p>

² Indices of Multiple Deprivation, Ministry of Housing, Communities and Local Government 2019.

	<p>of this digital facility without having to navigate the technology themselves. Furthermore, the live streaming of ceremonies will enable ceremonies to be more inclusive and have a broader reach by allowing guests who may not otherwise have been able to attend in person to be part of the event. This could include scenarios where couples opt to hold a smaller ceremony in the Register Office to reduce costs and could therefore actually have a positive impact on this group.</p> <p>The anticipated expansion of Register Office ceremony availability as part of the new business model is also expected to benefit those couples who may not be able to afford to hold their wedding/civil partnership in an Approved Venue as an increase of in-house provision will give couples more flexibility when it comes to selecting a date and time for their ceremony.</p>
Rurality	<p>Low Negative – There may be a greater emphasis on accessing online/virtual services as part of the new and/or improved services introduced. This could disadvantage members of the public who are unable to access digital content or who feel less confident accessing the Service in this way. This could include people who live in rural areas as these areas tend to have a higher incidence of non-internet use, have reduced availability of standard or superfast broadband, and possible poor mobile phone signal.</p> <p>Until the full extent of plans for any new/improved services are known it is difficult to truly gauge the impact these changes could have on this group, however it is expected that it would be either low negative or neutral. This is due to the fact that some of these services would be ‘choose to use’ and so customers could opt-in or out depending on their own personal preferences around accessing content digitally. Any impact would also be mitigated by ensuring that user experience and accessibility is considered in all cases where changes are being made so that online content is as clear and easy to navigate as possible. Furthermore, any proposed changes would not result in the halting of other contact methods, such as telephone or face-to-face, which customers could still use in lieu of digital methods.</p> <p>It is also worth noting that one proposed new service – live ceremony streaming – would be delivered directly by staff and so customers choosing this service would benefit from the use</p>

	<p>of this digital facility without having to navigate the technology themselves. This could therefore actually have a positive impact on this group.</p> <p>In contrast to the statement made above regarding the potential negative impact on this group, those living in rural areas may in fact experience an improved customer journey due to the increased availability of online/virtual services removing the need to travel to a physical office in some circumstances. This could therefore also have a positive impact on this group.</p>
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Table 4 Explanation and mitigation for medium and high impacts

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

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
Marriage & civil partnership	<p>Positive – The anticipated expansion of Register Office ceremony availability as part of the new business delivery model will provide extra choice for those not wishing to marry/form a civil partnership in an Approved Venue. In-house ceremonies can provide couples with more flexibility when it comes to deciding how they would like to celebrate the formation of their marriage/civil partnership and can also reduce costs.</p> <p>The live streaming of ceremonies is also intended to enhance the customer’s experience as it will enable ceremonies to be more inclusive and have a broader reach by allowing guests who may not otherwise have been able to attend in person to be part of the event. Therefore</p>

	this is expected to have a disproportionately positive impact on those getting married or forming a civil partnership by providing them with an enhanced service offering.
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Box 1 Please set out any additional information which you think is relevant to this impact assessment:

<p>Until the income modelling exercise has been concluded and decisions taken regarding which new services will be introduced and/or which existing services will be expanded upon, it is impossible to definitively state what the likely impact on service users will be. Once this – and the implications of any national changes – become clearer, further, more detailed EIAs may need to be undertaken with appropriate consideration and action taken in respect of any conclusions drawn.</p>

Box 2

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

N/A

SP23 Equality Impact Assessment - Registration Service workforce and asset changes – staff

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Sophia Vowels/ Jane Bartlett	CCBS	Senior Project Officer	sophia.vowels@outlook.com	03707 798408	10.06.21	3
2	EIA authoriser	Emma Noyce	CCBS	Assistant Director of Cultural and Information Services	Emma.noyce@hants.gov.uk	03707 79 8373	10.06.21	3
3	EIA Coordinator	Rebecca Prowting	CCBS	Transformation Manager	eia.ccbs@hants.gov.uk	03707 798946	30.06.21	3

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Section one – information about the service and service change

Service affected	Registration Service
Please provide a short description of the service / policy/project/project phase	The Registration Service is responsible for recording key life events for the people of Hampshire in line with the correct legal procedures. Its statutory functions include the registration of births, deaths, marriages and civil partnerships occurring within Hampshire, alongside other statutory obligations such as conducting Citizenship ceremonies, licensing venues where civil marriage and civil partnerships may be solemnised, and being the custodian of registers (birth, death and marriage) dating back to 1837. It also has a part to play in combating fraud and protecting the public, particularly in helping to prevent forced and sham marriages. The Service registers

	<p>approximately 8,000 births and 10,000 deaths every year and delivers nearly 5,000 ceremonies.</p> <p>As well as upholding its statutory obligations, the Registration Service also offers a number of ‘choose to use’ services such as:</p> <ul style="list-style-type: none"> • A range of alternative ceremonies including renewal of vows; welcoming, commitment and private Citizenship ceremonies • The ‘Tell Us Once’ service for all customers attending to register a death • Commemorative certificates
<p>Please explain the new/changed service/policy/project</p>	<p>To support the Registration Service to deliver an effective yet sustainable service to the people of Hampshire and beyond, the following two proposals are being considered:</p> <ol style="list-style-type: none"> 1. Withdrawal of the weekend market supplement (for ceremony work) paid to staff undertaking additional work outside of their contracted hours, and implementation of associated changes to the resource model to recognise the well-established service delivery model for ceremonies now in place. This includes structured training and continuing professional development for ceremony staff, as well as on-call support to help answer technical queries during weekends and out-of-hours. 2. A rationalisation of Service assets (Register offices and ceremony rooms) based on a cost/benefit review. The outcomes of this review may include proposals to close/relocate specific Register Offices which in turn could require workforce changes, including updates to work base and/or contractual changes, to be considered. It is not anticipated at this stage that this review would result in proposals to reduce the number of roles within the Service. <p>Hampshire Registration Service currently operates from 15 delivery points across a geographically diverse area. Any changes proposed as part of the asset rationalisation are therefore likely to only impact a small percentage of the workforce depending on their work base.</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, 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 with staff regarding removal of the market supplement is expected to take place December 2022, and Trade Unions will be engaged as part of the consultation launch. Advice will be sought from HR on the potential withdrawal of the market supplement (as well as any other proposed contractual changes arising out of the review of Service assets) to ensure Hampshire policies are fully observed during every step of the process.

Until the review of Service assets is concluded, and the recommendations known, it is not possible to comment on whether a more detailed 'stage two' consultation on service specific changes may be required. This is because the rationalisation exercise may result in proposals to relocate/close specific Register Offices which could be deemed to impact on the local area and local residents to a level which require prior consultation. Comments and suggestions made as part of any consultation process would be evaluated and used to inform any final decisions taken. This would include a consideration of whether any protected characteristic group would be disproportionately affected by the changes being proposed, as well as whether mitigating action could be taken to minimise any negative impacts.

Section two: Assessment

Table 1 Impact Assessment

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

Table 2 Geographical impact

Does the proposal impact on a specific area?

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	<p>Low negative – The age profile of the Registration Service is weighted towards the upper end of the scale with 59% of staff aged 50 or over. The age profile of the 43 members of staff in receipt of a market supplement is more balanced with 9 (21%) aged between 16 and 29, 20 (46.5%) aged between 30 and 49 and 14 (32.5%) aged 50 and over.</p> <p>Until the asset review is completed, and any required workforce changes confirmed, it is not possible to know the true extent of the impact on this protected characteristic, however, there is currently no evidence to suggest that it would be disproportionately affected by removal of the market supplement or by any other workforce changes. If required, stringent criteria would be employed to support any associated decision-making process to ensure</p>

	<p>that individuals are not unfairly disadvantaged because they possess a particular characteristic.</p> <p>In contrast to the statement made above regarding the potential negative impact on this protected characteristic, it should be noted that removal of the market supplement is expected to lead to the removal of the contractual obligation to work at the weekends. This may have a disproportionately positive impact on those with caring responsibilities which could include older members of staff and those with young families.</p>
Disability	Neutral – There are currently two staff members within the Registration Service with a declared disability (1.7%). This compares to 3.9% across the organisation as a whole (as of November 2020). There is, however, no evidence to suggest that this protected characteristic would be disproportionately affected by removal of the market supplement or by any other workforce changes.
Gender Reassignment	Neutral – There is no evidence to suggest that this protected characteristic would be disproportionately affected by removal of the market supplement or by any other workforce changes.
Pregnancy and maternity	Neutral – There is no evidence to suggest that this protected characteristic would be disproportionately affected by removal of the market supplement or by any other workforce changes. Any staff on maternity leave – or paternity or adoption leave – at the point of staff consultation would be afforded the opportunity to engage in the process and would be contacted individually to ensure they are able to participate and ask any questions they might have.
Race	Neutral – There is no evidence to suggest that this protected characteristic would be disproportionately affected by removal of the market supplement or by any other workforce changes.
Religion or belief	Neutral – There is no evidence to suggest that this protected characteristic would be disproportionately affected by removal of the market supplement or by any other workforce changes.
Sex	Low negative – Within the Registration Service, 89% of employees are female and 11% are male. This diverges from HCC as a whole where 76% of employees are female and 24% are male (as of November 2020).

	<p>Until the asset review is completed, and any required workforce changes confirmed, it is not possible to know the true extent of the impact on this protected characteristic, however, there is currently no evidence to suggest that it would be disproportionately affected by removal of the market supplement or by any other workforce changes. If required, stringent criteria would be employed to support any associated decision-making process to ensure that individuals are not unfairly disadvantaged because they possess a particular characteristic.</p> <p>In contrast to the statement made above regarding the potential negative impact on this protected characteristic, it should be noted that removal of the market supplement is expected to lead to the removal of the contractual obligation to work at the weekends. This may have a disproportionately positive impact on those with caring responsibilities which could include more women than men.</p>
Sexual orientation	Neutral – There is no evidence to suggest that this protected characteristic would be disproportionately affected by removal of the market supplement or by any other workforce changes.
Marriage & civil partnership	Neutral – There is no evidence to suggest that this protected characteristic would be disproportionately affected by removal of the market supplement or by any other workforce changes.
Poverty	<p>Low negative – The grade profile of staff working for the Hampshire Registration Service is skewed towards the lower grades with 7% at Grade C and 84% at Grade D. Whilst the outcome of the asset rationalisation is not yet known, there is a possibility that it could result in the relocation/closure of specific Register Offices which in turn could lead to increased travel costs for staff members whose main office base has changed. Whilst it is recognised that lower pay does not necessarily equate to poverty, workforce changes at lower grades may have a disproportionate impact in relation to this characteristic.</p> <p>If required, stringent criteria would be employed to support any associated decision-making process to ensure that individuals are not unfairly disadvantaged because they possess a particular characteristic. There is also already an expectation for staff within the Service to travel to different offices as part of their current roles.</p>

	Additionally, whilst the removal of the market supplement could disproportionately impact people within this group, the option to provide paid additional ceremony hours at the weekend to supplement their income will remain, subject to business needs.
Rurality	Low negative – Whilst the outcome of the asset rationalisation is not yet known there is a possibility that it could result in the relocation/closure of specific Register Offices which in turn could lead to increased travel costs/times for staff members whose main office base has changed. If required, stringent criteria would be employed to support any associated decision-making process to ensure that individuals are not unfairly disadvantaged because they possess a particular characteristic. There is also already an expectation for staff within the Service to travel to different offices as part of their current roles.

Table 4 Explanation and mitigation for medium and high impacts

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

Table 5 Consideration of and explanation for positive impacts

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

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

The impact on staff will depend in part on the scope and breadth of changes proposed as part of the rationalisation of Service assets. It is anticipated therefore that further, more detailed EIAs will need to be undertaken once the outcome of this review is

known to better assess the impact on protected characteristics, with appropriate consideration and action taken in respect of their findings.

Box 2

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

N/A

SP23 Equality Impact Assessment - Registration Services workforce and asset changes– service users

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Sophia Vowels/ Jane Bartlett	CCBS	Senior Project Officer	sophia.vowels@outlook.com	03707 798408	10.06.21	3
2	EIA authoriser	Emma Noyce	CCBS	Assistant Director of Cultural and Information Services	Emma.noyce@hants.gov.uk	03707 79 8373	10.06.21	3
3	EIA Coordinator	Rebecca Prowting	CCBS	Transformation Manager	eia.ccbs@hants.gov.uk	03707 798946	30.06.21	3

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Section one – information about the service and service change

Service affected	Registration Service
Please provide a short description of the service / policy/project/project phase	The Registration Service is responsible for recording key life events for the people of Hampshire in line with the correct legal procedures. Its statutory functions include the registration of births, deaths, marriages and civil partnerships occurring within Hampshire, alongside other statutory obligations such as conducting Citizenship ceremonies, licensing venues where civil marriage and civil partnerships may be solemnised, and being the custodian of registers (birth, death and marriage) dating back to 1837. It also has a part to play in combating fraud and protecting the public, particularly in helping to prevent forced and sham marriages. The Service registers

	<p>approximately 8,000 births and 10,000 deaths every year and delivers nearly 5,000 ceremonies.</p> <p>As well as upholding its statutory obligations, the Registration Service also offers a number of ‘choose to use’ services such as:</p> <ul style="list-style-type: none"> • A range of alternative ceremonies including renewal of vows; welcoming, commitment and private Citizenship ceremonies • The ‘Tell Us Once’ service for all customers attending to register a death • Commemorative certificates
<p>Please explain the new/changed service/policy/project</p>	<p>To support the Registration Service to deliver an effective yet sustainable service to the people of Hampshire and beyond, the following two proposals are being considered:</p> <ol style="list-style-type: none"> 1. Withdrawal of the weekend market supplement (for ceremony work) paid to staff undertaking additional work outside of their contracted hours, and implementation of associated changes to the resource model to recognise the well-established service delivery model for ceremonies now in place. This includes structured training and continuing professional development for ceremony staff, as well as on-call support to help answer technical queries during weekends and out-of-hours. 2. A rationalisation of Service assets (Register offices and ceremony rooms) based on a cost/benefit review. The outcomes of this review may include proposals to close/relocate specific Register Offices which in turn could require workforce changes, including updates to work base and/or contractual changes, to be considered. It is not anticipated at this stage that this review would result in proposals to reduce the number of roles within the Service.

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.

Until the review of Service assets is concluded, and the recommendations known, it is not possible to comment on whether a more detailed ‘stage two’ consultation on service specific changes may be required. This is because the rationalisation exercise may result in proposals to relocate/close specific Register Offices which could be deemed to impact on the local area and local residents to a level which would require prior consultation. Comments and suggestions made as part of any consultation process would be evaluated and used to inform any final decisions taken. This would include a consideration of whether any protected characteristic group would be disproportionately affected by the changes being proposed, as well as whether mitigating action could be taken to minimise any negative impacts.

A separate staff consultation will be held in relation to the removal of the market supplement as well as any other proposed contractual changes which arise out the review of Service assets.

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Section two: Assessment

Table 1 Impact Assessment

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

Table 2 Geographical impact

Does the proposal impact on a specific area?

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

Section three: Equality Statement

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	<p>Low Negative – The population of Hampshire is ageing, with increases forecast mainly amongst the older age groups. In 2019, for instance, 227,500 people in Hampshire were aged 70 and above. By 2026 this figure is set to rise by just over 15% to 262,560 people (HCC’s 2019 based Small Area Population Forecasts).</p> <p>It is possible that adjustments to the Service delivery model could result in some customers needing to travel further for a physical appointment which could disproportionately impact those with mobility issues. This group may include older people. Until the asset review has been concluded and any recommendations put forward it will not be possible to truly assess the impact any proposed changes may have on service users, however, it is expected to be low. This is in part due to the fact that customers are only required to visit a Register Office</p>

	<p>for specific and limited reasons, potentially only 2-3 times in their lifetime, making any impact far less significant than if they were required to access a Register Office on a regular basis.</p> <p>This impact would also be partially offset by the temporary Covid-19 easements which mean that it is possible to register a death via telephone appointment rather than needing to visit a Register Office in person. A further legislative change will need to be implemented if this is to become a permanent provision. Domiciliary visits (as well as face-to-face death registration appointments) will also continue to be made available to particularly vulnerable customers upon request.</p> <p>Finally, any changes to the Service delivery model would be underpinned by data and an understanding of future customer need, including the needs of those with a protected characteristic.</p>
Disability	<p>Low Negative – In Hampshire, 84.3% of the population state that their daily activities are ‘not limited’ by a long-term illness or disability, whilst 9.1% are ‘limited a little’ and 6.7% are ‘limited a lot’. The proportion of Hampshire’s population who are ‘limited a lot’ is slightly higher than the average for England (Hampshire Facts and Figures).</p> <p>It is possible that adjustments to the Service delivery model could result in some customers needing to travel further for a physical appointment which could disproportionately impact those with mobility issues. This group may include people with disabilities or a long-term illness. Until the asset review has been concluded and any recommendations put forward it will not be possible to truly assess the impact any proposed changes may have on service users, however, it is expected to be low. This is in part due to the fact that customers are only required to visit a Register Office for specific and limited reasons, potentially only 2-3 times in their lifetime, making any impact far less significant than if they were required to access a Register Office on a regular basis.</p> <p>This impact would also be partially offset by the temporary Covid-19 easements which mean that it is possible to register a death via telephone appointment rather than needing to visit a Register Office in person. A further legislative change will need to be implemented if this is</p>

	<p>to become a permanent provision. Domiciliary visits (as well as face-to-face death registration appointments) will also continue to be made available to particularly vulnerable customers upon request.</p> <p>Finally, any changes to the Service delivery model would be underpinned by data and an understanding of future customer need, including the needs of those with a protected characteristic.</p>
Gender Reassignment	<p>Neutral – Until the asset review has been concluded and any recommendations put forward it will not be possible to truly assess the impact any proposed changes may have on service users. At this time, however, there is no evidence to indicate that this protected characteristic would be disproportionately affected by adjustments to the Service delivery model.</p>
Pregnancy and maternity	<p>Neutral – Due to the nature of the Service, Hampshire Registration continuously comes into contact with new parents who are required to visit an office to register their child/children. This is a legal requirement and should take place within 42 days of the child’s birth.</p> <p>Until the asset review has been concluded and any recommendations put forward it will not be possible to truly assess the impact any proposed changes may have on service users. At this time, however, it is expected that any impact on this protected characteristic would be either neutral or extremely low. New parents are only expected to visit the office once (to register their baby), making any impact far less than if customers/service users were required to access a Register Office on a regular basis. Any changes to the Service delivery model would also be underpinned by data and an understanding of future customer need, including the needs of those with a protected characteristic.</p>
Race	<p>Neutral – Until the asset review has been concluded and any recommendations put forward it will not be possible to truly assess the impact any proposed changes may have on service users. At this time, however, there is no evidence to indicate that this protected characteristic would be disproportionately affected by adjustments to the Service delivery model.</p>
Religion or belief	<p>Neutral – Until the asset review has been concluded and any recommendations put forward it will not be possible to truly assess the impact any proposed changes may have on service</p>

	users. At this time, however, there is no evidence to indicate that this protected characteristic would be disproportionately affected by adjustments to the Service delivery model.
Sex	Neutral – Until the asset review has been concluded and any recommendations put forward it will not be possible to truly assess the impact any proposed changes may have on service users. At this time, however, there is no evidence to indicate that this protected characteristic would be disproportionately affected by adjustments to the Service delivery model.
Sexual orientation	Neutral – Until the asset review has been concluded and any recommendations put forward it will not be possible to truly assess the impact any proposed changes may have on service users. At this time, however, there is no evidence to indicate that this protected characteristic would be disproportionately affected by adjustments to the Service delivery model.
Marriage & civil partnership	<p>Neutral – Due to the nature of the Service, Hampshire Registration continuously comes into contact with couples looking to get married or form a civil partnership; both at the point of giving notice and/or at the point that their civil marriage or civil partnership is being solemnised.</p> <p>Until the asset review has been concluded and any recommendations put forward it will not be possible to truly assess the impact any proposed changes may have on service users. At this time, however, it is expected that any impact on this protected characteristic would be either neutral or extremely low. Couples are only expected to visit the office for specific and limited reasons, making any impact far less than if customers/service users were required to access a Register Office on a regular basis. Any changes to the Service delivery model would also be underpinned by data and an understanding of future customer need, including the needs of those with a protected characteristic.</p>
Poverty	Low Negative – Hampshire is the 16 th (out of 152) least deprived Upper Tier Local Authority in England and has 40 neighbourhoods (out of 1,005 in total) which are categorised as being in the 20% most deprived areas in England. ³

³ Indices of Multiple Deprivation, Ministry of Housing, Communities and Local Government 2019.

	<p>It is possible that adjustments to the Service delivery model could disproportionately impact on individuals/communities that reside in areas of multiple deprivation. This is because they may find it disproportionately more difficult to access the service if delivery points are moved and/or reduced. Until the asset review has been concluded and any recommendations put forward it will not be possible to truly assess the impact any proposed changes may have on service users, however, it is expected to be low. This is in part due to the fact that customers are only required to visit a Register Office for specific and limited reasons, potentially only 2-3 times in a lifetime, making any impact far less significant than if they were required to access a Register Office on a regular basis. Any changes to the Service delivery model would be underpinned by data and an understanding of future customer need, including the needs of those with a protected characteristic.</p> <p>This impact would also be partially offset by the temporary Covid-19 easements which mean that it is possible to register a death via telephone appointment rather than needing to visit a Register Office in person. A further legislative change will need to be implemented if this is to become a permanent provision.</p>
Rurality	<p>Low Negative – It is possible that adjustments to the Service delivery model could disproportionately impact on individuals/communities that reside in rural areas. This is because these individuals may find it disproportionately more difficult to access the service if delivery points are moved and/or reduced.</p> <p>Until the asset review has been concluded and any recommendations put forward it will not be possible to truly assess the impact any proposed changes may have on service users, however, it is expected to be low. This is in part due to the fact that customers are only required to visit a Register Office for specific and limited reasons, potentially only 2-3 times in a lifetime, making any impact far less significant than if they were required to access a Register Office on a regular basis. Any changes to the Service delivery model would be underpinned by data and an understanding of future customer need, including the needs of those with a protected characteristic.</p>

	This impact would also be partially offset by the temporary Covid-19 easements which mean that it is possible to register a death via telephone appointment rather than needing to visit a Register Office in person. A further legislative change will need to be implemented if this is to become a permanent provision.
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Table 4 Explanation and mitigation for medium and high impacts

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

Table 5 Consideration of and explanation for positive impacts

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

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

The impact on service users will depend in part on the scope and breadth of changes proposed as part of the rationalisation of Service assets. It is anticipated therefore that further, more detailed EIAs will need to be undertaken once the outcome of this review is known, with appropriate consideration and action taken in respect of their findings.
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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:

N/A

SP23 Equality Impact Assessment - Archive and Records Services efficiencies and income generation – staff

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Paula Crompton	CCBS	Strategic Manager	paula.crompton@hants.gov.uk	07738 312778	05.07.21	V4
2	EIA authoriser	Emma Noyce	CCBS	Assistant Director of Cultural and Information Services	emma.noyce@hants.gov.uk	0370 779	05.07.21	V4
3	EIA Coordinator	Rebecca Prowting	CCBS	Transformation Manager	eia.ccbs@hants.gov.uk	0370 779 3452	06.07.21	V4

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Section one – information about the service and service change

Service affected	Hampshire Archive and Record Service
Please provide a short description of the service / policy/project/project phase	Hampshire's Archives and Local Studies service provides public access - both on site and remotely - to its archive holdings relating to the history of Hampshire and its people. Our customers include individuals and Community History Groups interested in our collections for a range of purposes including family history, local history, and for practical, professional and other evidential reasons.
Please explain the new/changed service/policy/project	To make budget efficiency savings or generate additional income in order to cover a budget reduction from 2023 onwards. SP23 will see the integration of the Library Service with Archives and Records Services, during this time a full review of all services will be undertaken and it is anticipated that budget efficiencies may be achieved through combining back office

	<p>functions, office accommodation requirements and service delivery. Any staff savings or impacts requiring a staff consultation will be communicated following a review of services with this EIA being updated to reflect the detail specific to that opportunity. Any fundamental changes to the Statutory Service and associated public access requiring a public consultation will be communicated to service users and stakeholders with an EIA specific to that opportunity.</p> <p>Savings that contribute to the Climate Change agenda will be a focus such as reducing energy usage by implementation of a passive building management system and by offer online services to complement the physical service offer.</p> <p>Additional income within the Archive and Records Service will be achieved through a range of measures including online pay-per-view access to popular archives, increased contributions from depositors, and provision of paid-for professional services eg conservation to external organisations.</p>
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Engagement and consultation

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

Has any pre-consultation engagement been carried out?
(Delete as appropriate)

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

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

No specific service consultation is planned on this proposal. However, a major public consultation exercise is currently being delivered by the County Council which will continue over Summer 2021, this consultation includes a range of options for finding further budget savings such as a proposal to increase Council Tax, using reserves in a different way, and making changes to the way services will be delivered, which may result in a reduction or withdrawal of certain services, this will be confirmed once the outcome of the consultation has been presented to the County Council's Cabinet in October 2021. When decisions are made regarding which options are to be pursued, further specific consultation will be carried out with staff and stakeholders on the detailed options where appropriate and required. In this instance this EIA will be updated accordingly or a new one completed whichever is most appropriate. Staff will be consulted if at any time during the process should it become evident that proposals will impact in any capacity on their current roles, responsibilities, terms of employment or in any other way, any consultation will be undertaken in line with HR policies and procedures.

Section two: Assessment

Table 1 Impact Assessment

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

Religion or belief		X				Staff
Sex			X			Staff
Sexual orientation		X				Staff
Marriage & civil partnership		X				Staff
Poverty		X				Staff
Rurality	X					Staff

Table 2 Geographical impact

Does the proposal impact on a specific area?

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

Section three: Equality Statement

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	<p>The proportion of staff in the older age brackets is relatively high (52.4% of the workforce is over the age of 50) compared with 27% for Hampshire County Council. Staff capacity will need to be found from within the existing workforce to deliver the new income generating services.</p> <p>The development and introduction of new income generation proposals will require staff to be engaged with time used efficiently and effectively and may result in a change in delivery models. The income generation proposals include a greater emphasis on customer self-service (including online pay-per-view access to collections). Work processes will be reviewed and changed where necessary. Any changes to service delivery and business processes are likely to be within the remit of current roles and responsibilities and would apply to all age groups though staff with a long service of over 5 years may find the changes more difficult to accommodate as the changes may impact on how they carry out their work, there may be more resistance to trialling new approaches. Any new activities related to income generation (within the remit of current roles and responsibilities) will be discussed with staff, explaining the needs and how other aspects of their role will be changed to accommodate any new activities. Training and information will be provided to staff to support the development of new business processes. Due to mitigations, the overall impact on staff has been assessed as low.</p>
Disability	<p>The proportion of staff who have declared a disability is relatively high (4.8% of the workforce compared with 3.5% reported across the council). Staff capacity will need to be found from within the existing workforce to deliver the new income generating services.</p> <p>The development and introduction of new income generation proposals will require staff to be engaged and time used efficiently and effectively and may result a change to approach in delivery models. The income generation proposals include a greater emphasis on customer self-service (including online pay-per-view access to collections). Work processes will be</p>

	reviewed and changed where necessary. Any changes to service delivery and business processes are likely to be within the remit of current workforce roles and responsibilities and would apply to all staff but any reasonable adjustment will continue to be made where appropriate. Due to the mitigation, the overall impact on staff has been assessed as low.
Sex	There are 17.16 FTE that work in the Archives and Records Service of which 17.5% are male and 82.5% are female which is different to Hampshire County Council workforce as a whole (24% male and 76% female). Any changes to service delivery and business processes would apply to all staff equally regardless of gender. Any new activities related to income generation (within the remit of current roles and responsibilities) will be discussed with staff, explaining the needs and how other aspects of their role will be changed to accommodate any new activities. Training and information will be provided to staff to support the development of new business processes. Due to mitigations, the overall impact on staff has been assessed as low.
Gender reassignment, Pregnancy and maternity, Race, Religion or belief, Sexual Orientation, Marriage and Civil Partnership, Poverty	Staff capacity will need to be found from with the existing workforce to deliver the new income generating services. There is no greater impact on staff roles that have a lower pay than to staff that are paid a higher salary. There are no identified impacts for staff with these protected characteristics and so the impact for these protected groups is therefore assessed as neutral.

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Table 4 Explanation and mitigation for medium and high impacts

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

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
Rurality	Some Archive staff live in rural areas but are required to deliver their roles from their work base in Winchester. Internet and broadband services in rural areas have improved significantly over the past few years as a result of investment in infrastructure. The delivery of digital Archive Services can be undertaken by staff anywhere and so staff may be able to deliver some of their role working from home rather than coming into Hampshire Record Office in Winchester every day. Staff may have reduced travel costs if they don't have to travel to their work base every day which may offset any additional costs incurred from working at home.

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

This EIA will be updated or a further EIA will be completed following reviews/ impact assessments/ proposals developed or in light of any consultations with staff or unions etc.

Box 2

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

N/A

SP23 Equality Impact Assessment - Archive and Records Services efficiencies and income generation – service users

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Paula Crompton	CCBS	Strategic Manager	paula.crompton@hants.gov.uk	07738 312778	25.06.21	V3
2	EIA authoriser	Emma Noyce	CCBS	Assistant Director of Cultural and Information Services	emma.noyce@hants.gov.uk		30.06.21	V3
3	EIA Coordinator	Rebecca Prowting	CCBS	Transformation Manager	eia.ccbs@hants.gov.uk	0370 779 3452	28.06.21	V3

Section one – information about the service and service change

Service affected	Hampshire Archive and Record Service
Please provide a short description of the service / policy/project/project phase	Hampshire's Archives and Local Studies service provides public access - both on site and remotely - to its archive holdings relating to the history of Hampshire and its people. Our customers include individuals and Community History Groups interested in our collections for a range of purposes including family history, local history, and for practical, professional, and other evidential reasons. Fees and charges apply to requests for copies of documents, for research to be carried out on behalf of remote customers and for value added services such as talks, workshops, venue hire, fees for reproduction of publications and broadcasting and for professional consultancy.

<p>Please explain the new/changed service/policy/project</p>	<p>To make budget efficiency savings or generate additional income in order to cover a budget reduction from 2023 onwards.</p> <p>SP23 will see the integration of the Library Service with Archives and Records Services, during this time a full review of all services will be undertaken, and it is anticipated that budget efficiencies may be achieved through combining back-office functions, office accommodation requirements and service delivery. Any staff savings or impacts requiring a staff consultation will be communicated following a review of services with an EIA specific to that opportunity. Any fundamental changes to the Statutory Service and associated public access requiring a public consultation will be communicated to service users and stakeholders with an EIA specific to that opportunity.</p> <p>Savings that contribute to the Climate Change agenda will be a focus such as reducing energy usage by implementation of a passive building management system and by offer online services to complement the physical service offer.</p> <p>Additional income within the Archive and Records Service will be achieved through a range of measures including new services in addition to the current offers, this will include online pay-per-view access to popular archives, increased contributions from depositors, and provision of paid-for professional services e.g. conservation to external organisations.</p>
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<p>Engagement and consultation</p>		
<p>The County Council's <i>Serving Hampshire Balancing the Budget</i> consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.</p>		
<p>Has any pre-consultation engagement been carried out? (Delete as appropriate)</p>		
	<p>No</p>	

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

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

No specific service consultation is planned on this proposal. However, a major public consultation exercise is currently being delivered by the County Council which will continue over Summer 2021, this consultation includes a range of options for finding further budget savings such as a proposal to increase Council Tax, using reserves in a different way, and making changes to the way services will be delivered, which may result in a reduction or withdrawal of certain services, this will be confirmed once the outcome of the consultation has been presented to the County Council's Cabinet in October 2021.

When decisions are made regarding which options are to be pursued, further specific consultation will be carried out with staff and stakeholders on the detailed options where appropriate and required. In this instance this EIA will be updated accordingly or a new one completed whichever is most appropriate.

Section two: Assessment

Table 1 Impact Assessment

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

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

Table 2 Geographical impact

Does the proposal impact on a specific area?

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	Visitors over the age of 65 are very well represented in Hampshire's Archives and Local Studies service customer base (47% were aged 65 or over in the last visitor survey undertaken in October 2018). Any changes to fees and charges would apply to all age groups. Access to our collections on site will remain free of charge to all customers. The impact of the proposal has been assessed as low.
Gender reassignment, Pregnancy and maternity, Race, Religion or belief, Sex, Sexual Orientation, Marriage and Civil Partnership	<p>In the most recent visitor survey in October 2018, although this was a snapshot survey we feel that the respondents to this were representative of our client base, from this 14% of visitors recorded that they had a disability and information given regarding postcodes gives a strong indication that a significant number of respondents show that archive users come from those socio-economic groups that are not experiencing poverty.</p> <p>The income-generating measures will extend the range of services offered (e.g., consultancy, digitisation) and make a significant contribution towards sustaining the services for the benefit of our customers now and in the future. Savings may result in some reductions in aspects of the overall service, such as opening hours; however, digital access to collections will help mitigate this.</p> <p>Any increase to fees and charges will have an impact on all Service users who will continue to be signposted to both free and paid for services. With the range of income generating opportunities and the mitigation outlined above, the impact for these protected groups is therefore assessed as neutral.</p>
Disability	<p>The service has also introduced online events and activities which enable those who are living with disabilities to access events from home more easily and avoid the need to travel which could be both physically and mentally challenging for some individuals. In this instance it is felt that the online access will have a positive impact on those who identify with this category.</p> <p>Those who choose to travel and who hold a blue badge are able to book a free parking space which is easily accessible to the Records Office.</p>
Poverty	<p>The service does not currently, as a matter of course, seek to identify specific characteristics regarding our customers.</p> <p>Results from the snap survey undertaken identify that the majority of archive users identify with postcodes which are not understood to be in lower socio-economic groups. While the service</p>

	<p>understands that the new online services may not be accessible to those in this category effort is made to make the services accessible to all.</p> <p>In order not to exclude those individuals/clients who may be experiencing poverty the service offers free access to Hampshire’s Archive collections at the Records office. Appointments can be made in advance of the visit, outlining the information they wish to review to ensure that the best outcome for the individual is achieved as documents are ready for the individual when they arrive. This reduces the time spent searching.</p>
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Table 4 Explanation and mitigation for medium and high impacts

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

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
Rurality	<p>Hampshire has several rural communities. Internet and broadband services in rural areas have improved significantly over the past few years as a result of investment in infrastructure which means that more people in rural areas have access to digital Archive Services. The service does not have figures relating to what proportion of archive users are in this rural grouping.</p> <p>Customers can access a range of Archive Services online such as talks and requests for digital archive information. The range of online Archive services are being developed as an alternative for provision of physical services and information.</p>

	A key income strand will be derived from the online pay-per-view service. This will provide wider and easier access to popular records for the benefit of all customers in addition to the free access to the archives. Charges for digital services may offset travel costs for customers who will no longer need to travel to Winchester to access Archives Services or to receive archive information by post.
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Box 1 Please set out any additional information which you think is relevant to this impact assessment:

Additional information – further EIA to be completed following reviews/ impact assessments/ proposals developed, any consultations, unions etc to ensure the impact on groups with protected characteristics are considered fully.
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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:

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SP23 Equality Impact Assessment - Library Service income generation – service users and staff

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Emma Evans	CCBS	Business Operations Manager	Emma.evans@hants.gov.uk	0370 779 8303	23.06.21	V3
2	EIA authoriser	Emma Noyce	CCBS	Assistant Director: Culture and Information Services	Emma.noyce@hants.gov.uk	0370 779 8373	23.06.21	V3
3	EIA Coordinator	Rebecca Prowting	CCBS	Transformation Manager	eia.ccbs@hants.gov.uk	0370 779 8946	30.06.21	V3

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Section one – information about the service and service change

Service affected	Library Service
Please provide a short description of the service / policy/project/project phase	The County Council's Library Service is one of the largest in the country, with over 5.1 million visits per year and over 5 million book issues per year. The Library Service currently generates income from a number of sources, including fines and charges; events and activities; plus room hire and long-term leases within its buildings. Around £1.1 million was generated during 2018/19 financial year from these sources (2020/21 figures have been impacted by COVID-19 therefore previous financial year figures have been used as a baseline). The Library Service believes there is potential to generate an additional income to offset costs from these sources and from other income generating opportunities.

	<p>A core Library book-lending service is offered free of charge at the point of delivery. Library Service customers can also access a range of services online, including digital borrowing of eBooks and eAudio; online reservations of stock; and online payment of fines and charges.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>Alongside potential operational changes and efficiencies, the Library Service will continue to seek ways to generate new income to offset costs. The majority of income generation opportunities are business and partnership-focused, such as long-term leases, room hires and sponsorship. Other opportunities are focused on increasing income from events and activities.</p> <p>Proposed changes to increase income include;</p> <ul style="list-style-type: none"> - increasing the income generated through room hire and leases within council-run libraries; - reviewing current fees and charges (e.g. for printing and photocopying, learning activities and other events), and; - encouraging fundraising, sponsorship and donations, including piloting 'friends' groups' in local communities. <p>During 2020/21 in response to community needs while the library network was unable to open as normal, a Ready Reads service (we select, you collect) was introduced, initially this was a free service to enable our customers to access our services. Once the libraries are able to open normally it is anticipated that the Ready Reads Service will transition to a paid for service.</p> <p>For staff, this will be a new approach with a fresh commercial context. We will be supporting staff with training on commercial themes and working with a group that will allow us to build on existing processes and build new infrastructure to support this activity.</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)

Yes		
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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.

During the last 20 months significant work has been undertaken regarding the Library Service and how this can be remodelled in order to make necessary savings whilst still maintaining a full and effective service. In January 2020 a Public Consultation was launched from which around 28,000 responses were received through a variety of mediums including: email, letter, telephone, social media and face to face during Consultation drop-in sessions.

From these, 70% of respondents agreed that the Library Service needs to adapt to respond to the changing needs placed upon it. Further to this 83% of respondents agreed that the Library Service should investigate options to generate income. The Consultation demonstrated support from residents to: adapt to meet changing demands placed on the Library Service; explore different ways to deliver services in deprived communities; investigate options to generate income in order to contribute to the running of the Service and to identify ways of making delivery efficiencies.

In addition to the proposals for generating income outlined in the Consultation, respondents were given an opportunity to submit 'further comments' about the options proposed, 2,108 such comments were received. The two most frequently offered were those already proposed by the Library Service, hiring out spaces to organisations, groups and businesses or partnering with other services, such as the Post Office (30% of comments) and 29% of comments were regarding increasing the number of paid-for services.

Section two: Assessment

Table 1 Impact Assessment

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

Table 2 Geographical impact

Does the proposal impact on a specific area?

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	<p>Library services are traditionally accessed more by children and families and by older people. 33% of borrowers are aged 0-17 (above the Hampshire average of 21%) and 32% are over 60 (above the Hampshire average of 25%). As such, these groups would be affected more by any changes than the population as a whole.</p> <p>A core Library book-lending service will continue to be offered free of charge at the point of delivery as part of the statutory library offer.</p> <p>Income generation opportunities for the library service for library users will include suggested donations for certain activities such as reading challenges. Other income generating opportunities</p>

	<p>will include, but not be limited to, suggested donations, ticketing for events and course fees for selected courses.</p> <p>It is recognised that the older age group may consider costs in association with the library service to not be in line with their generation viewpoints. However, the service intend to ensure there is a narrative supplied to explain the nature of any income request as well as ensuring staff are well briefed and able to speak to customers about this.</p> <p>Families can enjoy accessing many elements of the library service without cost, including book lending and activities to support speech and language such as Storytime and Rhymetime.</p> <p>The majority of income generation opportunities are business- and partnership-focused, such as long-term leases, room hires and sponsorship. Other opportunities are focused on increasing income from events and activities. Any changes to charges would apply to all age groups.</p> <p>Any increase in fees and charges may have an impact on Service users, although this is deemed to be neutral, likewise any changes in the increase in room hire and events and activities may impact on staff, although this is also deemed to be neutral as it will be met within staff capacity and existing roles</p> <p>31% of Library Service staff are aged 55 and over, compared with 27% for Hampshire County Council so there is a slightly higher percentage of over 55s employed within the library service. There would be no expectation to change contracts or working patterns for the purpose of this work, however opportunities may arise for additional hours but on a voluntary basis.</p>
Disability	<p>A core Library book-lending service will continue to be offered free of charge at the point of delivery. The Library service is satisfied that there is a strong core offer that will not affect customers using the library that have a disability and indeed their carers are also considered in this. As a Library Service support in branch will continue to be offered to all those that require adjustments to access the service and this is not affected by the plans to strengthen the commercial outlook through income generation.</p> <p>For room hire, the service would be happy to build in additional time required for anyone who requests this in line with a recognised disability. Within the room hire policy the service have a set rate for room hire rates and also have a concessionary rate for organisations that are a registered charity.</p>

	<p>Opportunities to generate income through leases to support co-location or out-of-hours use by partner organisations may have a positive impact by increasing the availability of services for customers with this protected characteristic; such services would be positive prospective partners due to their fit with the Library Service Strategy to 2025.</p> <p>There would be no expectation to change staff contracts or working patterns for the purpose of this work, however opportunities may arise for additional hours but on a voluntary basis. Therefore, the impact on staff is also assessed as neutral.</p>
Gender Reassignment	There is not considered to be any impact in regard to people, service users or staff, that are going through or have been through gender reassignment. Any and all parts of the library service are accessible with no limitation based on gender reassignment.
Marriage and Civil Partnership	There is not considered to be any impact in regard to people, service users or staff, that are married or in a civil partnership. Any and all parts of the library service are accessible with no limitation based on marital status.
Pregnancy and Maternity	<p>Families can enjoy accessing many elements of the library service without cost including book lending and activities to support speech and language such as Storytime and Rhymetime. Consideration around access requirements is taken at a service wide level to ensure that all of customers can successfully use the library space.</p> <p>Opportunities to generate income through leases to support co-location or out-of-hours use by partner organisations may positively impact on pregnancy and maternity by increasing the availability of services to customers with these protected characteristics; such services would be positive prospective partners due to their fit with the Library Service Strategy to 2025.</p> <p>Any potential low-negative impact on staff with this protected characteristic, such as potential longer/less regular shift patterns to support out of hours use (which may impact on attendance of pre-natal appointments, or which may be more tiring, for example), would be taken into consideration in assessing the viability of such opportunities, so that individual staff are not negatively impacted.</p> <p>There would be no expectation to change staff contracts or working patterns for the purpose of this work, however opportunities may arise for additional hours but on a voluntary basis. Therefore the overall impact on staff is also assessed as neutral.</p>

Race	<p>There is not considered to be any impacts on individuals, service users or staff regardless of race or ethnic identity.</p> <p>Elements of support required for this, operates via the library service rather than as part of income generation. All activities and events are reviewed for their use of language and inclusive content.</p>
Religion or belief	<p>There is not considered to be any impacts on individuals, service users or staff regardless of religion or belief.</p> <p>Elements of support required for this, operates via the library service rather than as part of income generation. All activities and events are reviewed for their use of language and inclusive content. There is also a consideration in planning of such activities around significant days of celebration within a range of religions.</p>
Sex (gender)	<p>There is not considered to be any impacts on individuals, service users or staff regardless of gender. Operational considerations exist via the wider library service around toilet access etc, rather than as part of income generation. All activities and events are reviewed for their use of language and inclusive content.</p> <p>The Library Service employs 483 staff, of which 87% are female and 13% are male.</p>
Sexual Orientation	<p>There is not considered to be any impacts on individuals, service users or staff regardless of sexual orientation. All activities and events are reviewed for their use of language and inclusive content.</p>
Poverty	<p>Library Service customers can access a range of services online for free as well as the Go Online computer terminals in branch for all requirements they may have for living such as food shopping, applying for Universal Credit and communicating with key services. Free online services include digital borrowing of eBooks and eAudio; online reservations of stock; and online payment of fines and charges.</p> <p>Efforts to increase income generation for the Library Service could disproportionately impact on communities or individuals that reside in areas of multiple deprivation. According to the Indices of Multiple Deprivation (IMD), there are several areas of deprivation in Hampshire within which libraries are situated and could be affected.</p>

	<p>However, the paid Ready Reads offer will be optional, and a core Library book-lending service will continue to be offered free of charge at the point of delivery, therefore the overall impact is deemed to be low.</p> <p>The Ready Reads offer is being reviewed as to area take up and a consideration around metrics that set out socio-economic information, including areas of deprivation and where there are issues with low levels of literacy.</p> <p>Opportunities to generate income through leases to support co-location or out-of-hours use by partner organisations may positively impact on poverty by increasing the availability of targeted services in those communities; such services would be positive prospective partners due to their fit with the Library Service Strategy to 2025.</p> <p>There is not considered to be any impact to staff based on poverty.</p>
Rurality	<p>Some potential challenges for library users living in rural areas may include connectivity issues for online access as well issues with transport to get to a library location. However, in regard to income generation there should be a generally low impact here. A key consideration is around being able to return books. Should online renewal through Spydus not be an option, nor the option to travel to branch, books can be renewed by telephone and indeed fines and charges have the option to be paid this way too.</p> <p>The existing Home Library Service and Good Neighbour schemes are expected to expand to accommodate an increased number of people either unable or unwilling to leave their home, whilst the 'Ready Reads' service offers a way of obtaining physical books through a contactless collection offer and was a mitigating factor through covid, although this may transition into a paid for service. Opportunities to generate income through leases to support co-location or out-of-hours use by partner organisations may positively impact on rural locations by increasing the availability of services in those communities; services that meet community need would be positive prospective partners due to their fit with the Library Service Strategy to 2025.</p> <p>Balancing the noted impacts, the overall impact on customers is assessed as neutral.</p> <p>Any potential low-negative impact on staff in rural locations, such as infrequent public transport to support out of hours use, would be taken into consideration in assessing the viability of such opportunities in those locations, so that individual staff are not negatively impacted. There would be no expectation to change contracts or working patterns for the purpose of this work, however</p>

	opportunities may arise for additional hours on a voluntary basis. Therefore, the impact on staff overall is assessed as neutral.
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Table 4 Explanation and mitigation for medium and high impacts

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

Table 5 Consideration of and explanation for positive impacts

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

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

A wide range of digital content has been made available through Hampshire Libraries' social media accounts and YouTube channel. This includes Rhymetime, Storytime, book reviews, learning, groups, clubs and other activities. From 23 March to 12 July, Hampshire Libraries' Facebook posts reached over a million users (up 211% on the same period last year); in that same period 281 videos were published and viewed over 100,000 times. Whilst this content does not fully replace the benefits of face-to-face activities taking place in libraries, it offers an alternative way for people to access and participate in library services.

Contactless library services have been expanded and broadened. The existing Home Library Service and Good Neighbour schemes are expected to expand to accommodate an increased number of people either unable or unwilling to leave their home, whilst the 'Ready Reads' service offers a way of obtaining physical books through a contactless collection offer and was a mitigating factor through covid, although this may transition into a paid for service.

Box 2

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

N/A

SP23 Equality Impact Assessment - Library Service budget efficiencies - staff

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Phil Bowden	CCBS	Strategic Manager: Business and Performance	phil.bowden2@hants.gov.uk	0370 779 7434	21.06.21	V2
2	EIA authoriser	Emma Noyce	CCBS	Assistant Director Culture and Information Services	Emma.noyce@hants.gov.uk	0370 779 8373	29.06.21	V2
3	EIA Coordinator	Rebecca Prowting	CCBS	Transformation Manager	eia.ccbs@hants.gov.uk	0370 779 3452	28.06.21	V2

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Section one – information about the service and service change

Service affected	Library Service
Please provide a short description of the service / policy/project/project phase	<p>The County Council's Library Service is one of the largest and busiest in the country, with nearly 5 million visits and 5 million book issues per year. There are 40 libraries located throughout Hampshire.</p> <p>As part of the Transformation to 2021 (Tt21) programme, the Library Service was required to make £1.76m of annual savings from April 2021 and recommendations to achieve this were approved by the Executive Member for Recreation and Heritage at his Decision Day on 28th July 2020. The recommendations included the closure of 8 libraries and an average 20% reduction in opening hours.</p>

	<p>As a result, a consultation process in respect of a restructure of frontline library staff commenced in September 2020, with a revised structure being implemented from May 2021.</p> <p>During this period, the service was required to set its annual budget for 2021/22 by October 2020, and given ongoing consultation, could not make any specific assumptions about staffing structure and associated costs that would be in place from April 2021. The budget was therefore set, taking account of the £1.76m savings.</p> <p>The new staff structure took effect from 1st May 2021.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>The Budget Efficiencies opportunity is primarily based on making savings from within current budgets and without significant change to the workforce.</p> <p>It is about ensuring the budget allocation, particularly for Library Service staffing, is accurate and reflective of the workforce in place and the services provided, following the implementation of the Tt21 programme. Any 'surplus' budget will be identified as a savings opportunity.</p> <p>There is no proposal within this workstream for any staff within the structure to have changes to their role or responsibilities.</p> <p>Any further savings identified as a result of staffing efficiencies achieved through the creation of the Culture and Information Services management portfolio may not be known for some time while the management requirement of this service is fully established.</p> <p>In the event of any staff impacts identified as the workstream progresses this EIA will be updated or a further, detailed EIA will be undertaken.</p>

Engagement and consultation

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

Has any pre-consultation engagement been carried out?

(Delete as appropriate)

Yes		
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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.

In 2020 the Library Service undertook a significant consultation which attracted 28,000 responses. This consultation informed the proposals to restructure the customer-facing elements of the Public Library Service. There was significant support for reducing staff costs, including suggestions to “*find the cost savings through reduction of administrative and management staff*”. The Executive Member Decision Report, published in July 2020 committed to a further exercise beyond April 2021 to reduce the scale of the workforce proportionally to match the scale of the Service. Once a full review has taken place and the outcomes are known, more detailed proposals for change as a result of the review maybe put forward. Should there be an impact on staff a consultation may need to be undertaken and HR will be involved.

It is not anticipated that there will be any reduction in the workforce as a result of this workstream. Once the review is completed, any impacts on service users and/or staff will be considered further from an equalities perspective.

Section two: Assessment

Table 1 Impact Assessment

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

Table 2 Geographical impact

Does the proposal impact on a specific area?

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	The age profile of impacted teams, if applicable, is broadly in line with the County Council as a whole. There are not any changes anticipated to staffing structures, roles and responsibilities as a result of this workstream. Until the review is complete and any required workforce changes are confirmed, it is difficult to know the extent of the impact of this on this protected characteristic, but it would be expected to be negative-low. If required, stringent decision-making processes would be put in place to ensure that individuals are not unfairly disadvantaged because they possess a particular characteristic.
Disability	7% of Library Service staff have disclosed having a disability, compared with 3.5% for Hampshire County Council.

	There are not any changes anticipated to staffing structures, roles and responsibilities as a result of this workstream. Until the review is complete and any required workforce changes are confirmed, it is difficult to know the extent of the impact of this on this protected characteristic, but it would be expected to be negative-low. If required, stringent decision-making processes would be put in place to ensure that individuals are not unfairly disadvantaged because they possess a particular characteristic.
Gender Reassignment	Until the review is complete and required workforce changes, if any, are confirmed, it is difficult to know the extent of the impact of this on protected characteristics but there is currently no evidence that it would be disproportionately affected by any workforce changes.
Pregnancy and Maternity	There are not any changes anticipated to staffing structures, roles and responsibilities as a result of this workstream. Until the review is complete and any required workforce changes are confirmed, it is difficult to know the extent of the impact of this on this protected characteristic, but it would be expected to be negative-low. Any staff on maternity leave during any period of workforce change would be given the opportunity to engage in relevant consultation and be kept briefed throughout the process. This equally applies to those off on paternity and adoption leave. There is no evidence that this protected characteristic would be disproportionately affected by changes set out in this workstream.
Race	Neutral - There is no evidence that this protected characteristic would be disproportionately affected by this proposal.
Religion or Belief	Neutral - There is no evidence that this protected characteristic would be disproportionately affected by this proposal.
Sex	There are not any changes anticipated to staffing structures, roles and responsibilities as a result of this workstream. Until the review is complete and any required workforce changes are confirmed, it is difficult to know the extent of the impact of this on this protected characteristic, but it would be expected to be negative-low. It is recognised that around 90% of staff in the potentially affected groups are women which is different to the wider HCC ratio (24% male, 76% female). Overall, therefore, any changes would have more impact on women in the wider workforce compared to men. The impact has been assessed as low. This impact would be reviewed and subject to amendment if and when any specific proposals are determined. If required, stringent decision-making

	processes would be put in place to ensure that individuals are not unfairly disadvantaged because they possess a particular characteristic. Engagement and relevant consultation with all staff would be carried out as appropriate, with due regard given to the County Council's HR advice and processes.
Sexual Orientation	Neutral - There is no evidence that this protected characteristic would be disproportionately affected by this proposal.
Marriage and Civil Partnership	Neutral - There is no evidence that this protected characteristic would be disproportionately affected by this proposal.
Poverty	<p>The grade profile of the majority of staff working for the Library Service is towards lower grades (Grade C on HCC salary scale). This grade profile reflects the nature of the roles required within library service. Around 75 % of Library Service staff work part-time. There are not any changes anticipated to staffing structures, roles and responsibilities as a result of this workstream. Until the review is complete and any required workforce changes are confirmed, it is difficult to know the extent of the impact of this on this protected characteristic, but it would be expected to be neutral.</p> <p>In the event of any confirmed workforce changes, the impact of factors such as a potential loss of income would be considered further and the assessment reviewed.</p>
Rurality	Until the review is complete and required workforce changes, if any, are confirmed, it is difficult to know the extent of the impact of this on protected characteristics but there is currently no evidence that it would be disproportionately affected by any workforce changes.

Table 4 Explanation and mitigation for medium and high impacts

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

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

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

The changes proposed are not likely to have any impact on service delivery to customers and therefore an EIA has not been undertaken for this group. As more detail and potential impacts of the proposals become known, and if as a result it is necessary, a further EIA will be completed accordingly.

Box 2

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

N/A

SP23 Equality Impact Assessment – Library Service Winchester Discovery Centre– staff

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Emma Evans	CCBS	Business Operations Manager	emma.evans@hants.gov.uk	0370 779 3827	18.06.21	V3
2	EIA authoriser	Emma Noyce	CCBS	Assistant Director Culture and Information Services	emma.noyce@hants.gov.uk	0370 779 8946	22.07.21	V3
3	EIA Coordinator	Rebecca Prowting	CCBS	Transformation Manager	eia.ccbs@hants.gov.uk	03707 798946	22.07.21	V3

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Section one – information about the service and service change

Service affected	Library Service
Please provide a short description of the service / policy/project/project phase	<p>Winchester Discovery Centre (WDC) is home to Hampshire County Council's (HCC) busiest library with over half a million visitors in 2019-20. It offers a vast range of materials and resources for people of all ages, free internet access, safe community space and a programme of events and activities. HCC has operational responsibility for the whole building.</p> <p>Hampshire Cultural Trust (HCT) operates two galleries in the building, one of which is HCT's flagship exhibition space attracting loaned works/artefacts of international importance. It hosts a rolling programme of exhibitions.</p>

	<p>The Café/Bar offers a food and beverage service operated by HCC's Catering Service (HC3S).</p>
<p>Please explain the new/changed service/policy/project</p>	<p>A new model is proposed for WDC, which transfers operational responsibility for the building from HCC to HCT. HCT will assume responsibility for the cultural programme, premises management and costs, and operate the Café/Bar. Hampshire Libraries will continue to deliver high-performing library services within the building.</p> <p>A refurbishment of the building, funded jointly by HCC and HCT, will include essential maintenance works, interior refurbishment and spatial reorganisation. The capital works will support key objectives for the partnership, including improving the quality and quantity of cultural experiences on offer, and improving the long-term financial sustainability for both organisations through operational efficiencies and improvements to revenue-generating facilities such as the Café/Bar and retail area.</p> <p>This model builds upon existing partnership working and will enable both organisations to realise financial benefits, increase public access and participation, and secure investment at a time of financial challenge. It will secure the long-term financial viability of the site.</p> <p>Whilst the overall staff headcount within the building will remain the same, over time proportionally more staff will be employed by HCT and proportionally fewer by HCC. It is expected that staffing changes will be managed through natural turnover. However, if over time the staffing reductions have not been realised, then formal process will be followed.</p> <p>The Café/Bar is currently operated by Hampshire County Council Catering Services (HC3S). However, it is proposed that the Café/Bar transfers to HCT as part of the partnership agreement. Therefore, all eligible employees who are employed in the Café/Bar by HC3S will automatically transfer from HCC to HCT as part of a formal TUPE process.</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)

Yes		
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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 2020 Libraries consultation indicated support for the Library Service generating income and making efficiencies through innovative partnerships. The public will see no reduction in services, and it is anticipated that customers will benefit from the growing and diverse cultural programme, as well as the potential to increase public access by extending opening hours and increasing provision.

As this project represents an operational change to the building management and not a change to statutory services, it is unlikely that the proposal will require specific public consultation, although there is potential for engagement with the public on the cultural offer provided by the building.

With regards staff consultation, the project is at an early stage – now that approval to proceed in principle has been given, the service can start to engage colleagues in specific elements of the project. If there is a need (for example, in the proposed TUPE transfer of HC3S staff to HCT), formal staff consultation will take place.

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Section two: Assessment

Table 1 Impact Assessment

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

Table 2 Geographical impact

Does the proposal impact on a specific area?

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	Although a lower percentage of the workforce at WDC are over 55 compared to the wider Library Service, the changes proposed do not disproportionately affect any age groups, therefore the impact is assessed as neutral.
Disability	5% of Library Service staff have disclosed having a disability, compared with 4.5% for Hampshire County Council. Of the 23 positions based at Winchester Discovery Centre, only one individual has identified themselves as having a disability. It is not anticipated that staff will be required to undertake different activities and reasonable adjustments will

	continue to be made for staff who have declared a disability, where appropriate. Therefore, the impact is assessed as neutral.
Gender reassignment	There is no evidence that this protected characteristic would be disproportionately affected by the proposed HCT Partnership and the impact is therefore assessed as neutral.
Pregnancy and maternity	70% off the workforce at WDC identify as female and 30% identify as male, broadly in line with the wider HCC gender split of 75% female and 25% male. Although it is not anticipated staff will be required to undertake different activities, due to having a significantly higher female workforce, some of whom may fall under this protected characteristic, women may be disproportionately affected. However, the impact is assessed as low overall.
Race	82.6% of WDC staff identified as white, 8.7% identified as BAME (broadly in line with County Council wide figure of 8.1%) and 8.7% have not disclosed. There is no evidence that this protected characteristic would be disproportionately affected by the proposed HCT Partnership and the impact is therefore assessed as neutral.
Religion or belief	There is no evidence that this protected characteristic would be disproportionately affected by the proposed HCT Partnership and the impact is therefore assessed as neutral.
Sex	70% off the workforce at WDC identify as female and 30% identify as male, broadly in line with the wider HCC gender split of 75% female and 25% male. Although it is not anticipated staff will be required to undertake different activities, due to having a significantly higher female workforce females may be disproportionately affected. However, the impact is assessed as low overall.
Sexual orientation	There is no evidence that this protected characteristic would be disproportionately affected by the proposed HCT Partnership and the impact is therefore assessed as neutral.
Marriage & civil partnership	There is no evidence that this protected characteristic would be disproportionately affected by the proposed HCT Partnership and the impact is therefore assessed as neutral.

Poverty	There is no evidence that this protected characteristic would be disproportionately affected by the proposed HCT Partnership and the impact is therefore assessed as neutral.
Rurality	There is no evidence that this protected characteristic would be disproportionately affected by the proposed HCT Partnership and the impact is therefore assessed as neutral.

Table 4 Explanation and mitigation for medium and high impacts

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

Table 5 Consideration of and explanation for positive impacts

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

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

The partnership with Hampshire Cultural trust, including an enhanced cultural offer that will align with Hampshire Libraries' Strategy to 2025 will have a particular focus on supporting literacy in the Early Years (age 0-5). Improvements to facilities (including updates to the lift, public WCs and Changing Spaces toilet), potential increases to the building opening hours and the continued promotion of the building as a safe and welcoming community space will all impact positively on service users.

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:

A full EIA may be undertaken when the proposal and operating arrangements are clearer, where impacts on staff can be explored in further detail.

SP23 Equality Impact Assessment – Library Service Winchester Discovery Centre – service users

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Emma Evans	CCBS	Business Operations Manager	emma.evans@hants.gov.uk	0370 779 3827	18.06.21	V2
2	EIA authoriser	Emma Noyce	CCBS	Assistant Director Culture and Information Services	emma.noyce@hants.gov.uk	0370 779 8373	28.06.21	V2
3	EIA Coordinator	Rebecca Prowting	CCBS	Transformation Manager	eia.ccbs@hants.gov.uk	03707 798946	28.06.21	V2

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Section one – information about the service and service change

Service affected	Library Service
Please provide a short description of the service / policy/project/project phase	<p>Winchester Discovery Centre (WDC) is home to Hampshire County Council's (HCC) busiest library, welcoming over half a million visitors in 2019-20. It offers a vast range materials and resources for people of all ages, free internet access, safe community space and a programme of events and activities. HCC has operational responsibility for the whole building.</p> <p>Hampshire Cultural Trust (HCT) operates two galleries in the building, one of which is HCT's flagship exhibition space, attracting loaned works/artefacts of international importance. It hosts a rolling programme of exhibitions.</p>

	<p>The Café/Bar offers a food and beverage service operated by HCC's Catering Service (HC3S).</p>
<p>Please explain the new/changed service/policy/project</p>	<p>A new model is proposed for WDC, which transfers operational responsibility for the building from HCC to HCT. HCT will assume responsibility for the cultural programme, premises management and costs, and operate the Café/Bar. Hampshire Libraries will continue to deliver high-performing library services within the building. A refurbishment of the building, funded jointly by HCC and HCT, will include essential maintenance works, interior refurbishment, and spatial reorganisation. The capital works will support key objectives for the partnership, including improving the quality and quantity of cultural experiences on offer, and improving the long-term financial sustainability for both organisations through operational efficiencies and improvements to revenue-generating facilities such as the Café/Bar and retail area.</p> <p>This model builds upon existing partnership working and will enable both organisations to realise financial benefits, increase public access and participation, and secure investment at a time of financial challenge. It will secure the long-term financial viability of the site.</p>

<p>Engagement and consultation</p>		
<p>The County Council's <i>Serving Hampshire Balancing the Budget</i> consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.</p>		
<p>Has any pre-consultation engagement been carried out?</p>		
<p>(Delete as appropriate)</p>		
<p>Yes</p>		
<p>Describe the consultation or engagement you have performed or are intending to perform.</p>		
<p>Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.</p>		

The 2020 Libraries consultation indicated support for the Library Service generating income and making efficiencies through innovative partnerships. The public will see no reduction in services, and it is anticipated that customers will benefit from the growing and diverse cultural programme, as well as the potential to increase public access by extending opening hours and increasing provision. As this project represents an operational change to the building management and not a change to statutory services, it is unlikely that the proposal will require specific public consultation, although there is potential for engagement with the public on the cultural offer provided by the building.

With regards staff consultation, the project is at an early stage – now that approval to proceed has been given, the service can start to engage colleagues in specific elements of the project. If there is a need (for example, in the proposed TUPE transfer of HC3S staff to HCT), formal staff consultation will take place.

Section two: Assessment

Table 1 Impact Assessment

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

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

Table 2 Geographical impact

Does the proposal impact on a specific area?

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Gender reassignment	There is no evidence that this protected characteristic would be disproportionately affected by the proposed HCT Partnership and the impact is therefore assessed as neutral.
Race	There is no evidence that this protected characteristic would be disproportionately affected by the proposed HCT Partnership and the impact is therefore assessed as neutral.
Religion or belief	There is no evidence that this protected characteristic would be disproportionately affected by the proposed HCT Partnership and the impact is therefore assessed as neutral.
Sex	There is no evidence that this protected characteristic would be disproportionately affected by the proposed HCT Partnership and the impact is therefore assessed as neutral.
Sexual orientation	There is no evidence that this protected characteristic would be disproportionately affected by the proposed HCT Partnership and the impact is therefore assessed as neutral.
Marriage & civil partnership	There is no evidence that this protected characteristic would be disproportionately affected by the proposed HCT Partnership and the impact is therefore assessed as neutral.
Rurality	There is no evidence that this protected characteristic would be disproportionately affected by the proposed HCT Partnership and the impact is therefore assessed as neutral.

Table 4 Explanation and mitigation for medium and high impacts

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

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
Age	<p>The partnership with HCT, including an enhanced cultural offer that will align with Hampshire Libraries' Strategy to 2025, will have a particular focus on supporting literacy in the Early Years (age 0-5).</p> <p>WDC already provides dedicated facilities for parents and carers of young children, including baby change areas and nappy disposal. A play gallery specifically designed for children under 5 years will be added to the current Children's Library. The venue offers learning opportunities for school aged children and their families and provides a range of resources to support young people outside of the classroom.</p>
Disability	<p>The venue will continue to bring together broad cross sections of the Winchester community, and provide spaces and events that enable shared experiences. It will continue to be accessible and to provide free leisure and cultural experiences to residents and visitors. Where paid opportunities are offered, free tickets will be available to carers. The venue will continue to provide meeting places for a range of community groups and services, such as Winchester Go LD, who support and connect disabled residents.</p> <p>Improvements to facilities will include updates to the public WCs and Changing Spaces toilet.</p>

Pregnancy and maternity	Potential increases to the building opening hours and the continued promotion of the building as a safe and welcoming community space will impact positively on service users. The partnership with HCT, including an enhanced cultural offer that will align with Hampshire Libraries' Strategy to 2025, will have a particular focus on supporting literacy in the Early Years (age 0-5).
Poverty	Potential increases to the building opening hours and the continued promotion of the building as a safe and welcoming community space will all impact positively on service users. There will be a range of events and activities programmed within the space and these will be offered at different price points, including some which will be free entry. Hampshire Cultural Trust run a huge variety of exhibitions, workshops, classes, events, and projects for both young and old, with particular emphasis on reaching people who are vulnerable or disadvantaged and would not normally be able to access arts and culture.

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

N/A

Box 2

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

N/A

SP23 Equality Impact Assessment - Library Service Structure review – staff

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Sarah Keeley	CCBS	Transformation Project Manager	sarah.keeley@hants.gov.uk	0370 779 6749	14.07.21	V2
2	EIA authoriser	Emma Noyce	CCBS	Assistant Director Culture and Information Services	emma.noyce@hants.gov.uk	0370 779 8373	14.07.21	V2
3	EIA Coordinator	Rebecca Prowting	CCBS	Transformation Manager	eia.ccbs@hants.gov.uk	03707 779 8946	14.07.21	V2

Section one – information about the service and service change

Service affected	Library Service
Please provide a short description of the service / policy/project/project phase	<p>The County Council's Library Service is one of the largest in the country, with over 5.1 million visits per year and over 5 million book issues per year.</p> <p>Transformation to 2021 (T21) saw a large-scale review of Hampshire's Library Service, reducing to 40 public libraries, open for 1,216 hours per week. As a result of this the Library Team Assistants (LTAs) went through a Staff Consultation and reduced from 166 full time equivalents (FTE) to 149 FTE.</p> <p>The LTAs are managed and supported by 32 Library Team Managers (LTM) (28.78 FTE) and 9 (6.73 FTE) Administration Officers. The roles are currently split across 5 geographical areas and 9 clusters for the purpose of rostering.</p>

<p>Please explain the new/changed service/policy/project</p>	<p>As part of the T21 Transformation Programme, which largely affected customer-facing LTA roles, it was recognised that a further phase of review would be required to ensure the impacts of these changes on management and support staff was managed. The reduction in scale of the Service in terms of number of branches and staff management responsibilities has led to an uneven split of responsibilities across the management and support teams, and a potential surplus of staff in some areas. For SP23 it is initially proposed to carry out a full review of the LTM role, considerations so far include:</p> <ul style="list-style-type: none"> - Some potential FTE reductions, specifically to include the FTE reductions relating to the Winchester Discovery Centre (WDC) Project. - A review of the role and responsibilities in the role profile - More even split of direct reports - More even split of Libraries (currently identified by Tier and number of hours open) - Review of Saturday working and None Working Days - Future Working <p>Further phases will look at other areas of the Service, including Admin Support staff. The primary focus of the review is Service Improvement, with any savings related to staff reductions expected to be through voluntary measures. Firstly, through Vacancy Management, and if necessary Voluntary Redundancies.</p>
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<p>Engagement and consultation</p>		
<p>The County Council's <i>Serving Hampshire Balancing the Budget</i> consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.</p>		
<p> </p>		
<p>Has any pre-consultation engagement been carried out? (Delete as appropriate)</p>		
<p>Yes</p>	<p> </p>	<p> </p>

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

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

In 2020 the Library Service undertook a significant consultation which attracted 28,000 responses. This consultation informed the proposals to restructure the customer-facing elements of the Public Library Service. There was significant support for reducing staff costs, including suggestions to “*find the cost savings through reduction of administrative and management staff*”. The Executive Member Decision Report, published in July 2020 committed to a further exercise beyond April 2021 to reduce the scale of the workforce proportionally to match the scale of the Service.

LTM and Admin Officers have been involved in initial discussions on what the Review may look like, with Library Team Managers and Admin Officers completing a task survey and preparing to participate in a Time and Motion Study. Area Managers are continuing these conversations with their teams and a formal Staff Consultation is expected to take place Autumn/Winter 2021, which would be undertaken in line with the County Council’s HR advice, policies and procedures.

Section two: Assessment**Table 1 Impact Assessment**

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

Race		X				Staff
Religion or belief		X				Staff
Sex			X			Staff
Sexual orientation		X				Staff
Marriage & civil partnership		X				Staff
Poverty		X				Staff
Rurality		X				Staff

Table 2 Geographical impact

Does the proposal impact on a specific area?

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	Although the proposed changes are not likely to have any specific impacts on individuals depending on their age, it is recognised that 35% of the workforce are over 55 (32% 55-64 and 3% over 65), this is slightly lower than the average across Public Libraries (38%) but higher than across the CCBS department (28%). Due to the approach of the review focusing on Service Improvements and any staff reductions anticipated to be through voluntary means, there is not thought to be a specific impact on this protected characteristic. However, if the redundancy route is required (voluntary or compulsory) consideration will be needed of the impacts to individuals who are over 55, therefore an impact has been identified but is assessed as low as this is unlikely.
Disability	8% of individuals in the Library Team Manager and Admin Officer cohort are identified as having a disability, this is higher than across Public Libraries (5%) and CCBS (3%). However, due to the approach of the review focusing on service improvements and any staff reductions anticipated to be through voluntary means, there is not thought to be a specific impact on this protected characteristic.
Gender reassignment	Due to the approach of the review focusing on service improvements and any staff reductions anticipated to be through voluntary means, there is not thought to be an impact on this protected characteristic.
Pregnancy and maternity	Due to the approach of the review focusing on service improvements and any staff reductions anticipated to be through voluntary means, there is not thought to be an impact on this protected characteristic.
Race	Due to the approach of the review focusing on service improvements and any staff reductions anticipated to be through voluntary means, there is not thought to be an impact on this protected characteristic. Currently no staff have identified as BAME within the Library Team Manager and Admin Officer cohort.

Religion or belief	Due to the approach of the review focusing on service improvements and any staff reductions anticipated to be through voluntary means, there is not thought to be an impact on this protected characteristic.
Sex	Although the proposed changes are not likely to have any specific impacts on women compared to men, it is recognised that 92% of staff in the Library Team Manager and Admin Officer cohort are women. In addition, 38% of the workforce are part-time, all of which are female. Therefore, overall the changes will have slightly more impact on women in the wider workforce compared to men, though this is assessed as low.
Sexual orientation	Due to the approach of the review focusing on service improvements and any staff reductions anticipated to be through voluntary means, there is not thought to be an impact on this protected characteristic.
Marriage & civil partnership	Due to the approach of the review focusing on service improvements and any staff reductions anticipated to be through voluntary means, there is not thought to be an impact on this protected characteristic.
Poverty	Due to the approach of the review focusing on service improvements and any staff reductions anticipated to be through voluntary means, there is not thought to be an impact on this protected characteristic. However, it is recognised that there may be an impact on travel costs if a change of work base/location is required, the review only includes staff on Grades D and E and will seek to minimise the impact of this, therefore Poverty is assessed as Neutral.
Rurality	Due to the approach of the review focusing on service improvements and any staff reductions anticipated to be through voluntary means, there is not thought to be an impact on this protected characteristic.

Table 4 Explanation and mitigation for medium and high impacts

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

Table 5 Consideration of and explanation for positive impacts

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

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

An EIA specific to the Winchester Discovery Project has been undertaken. This review effects internal staff only and is not expected to impact on the public, any effects to the public would be a service improvement as the customer facing teams would be better supported.

Box 2

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

N/A

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

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

Section one – information about the service and service change

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

<p>Please explain the new/changed service/policy/project</p>	<p>In order to deliver their savings targets for 2023, the Hampshire Broadband Programme, CCBS Business Support and CCBS Transformation teams have undertaken to collectively review and makes changes to the way in which their cross-cutting and supporting functions are delivered. This review aims to develop a more joined-up and efficient operating model to support departmental priorities. It will include an appraisal of these teams' current range of activities and the staffing structures required to deliver them. The review and any changes arising from it may therefore result in workforce changes e.g. to the number of roles within these teams or amendments to role responsibilities and tasks and/or contractual changes. Until the review is complete, the nature and extent of any required workforce changes is unknown.</p>
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Engagement and consultation

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

Has any pre-consultation engagement been carried out?

(Delete as appropriate)

	<p>No</p>	
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Describe the consultation or engagement you have performed or are intending to perform.

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

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

Section two: Assessment

Table 1 Impact Assessment

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

Poverty		X				Staff
Rurality		X				Staff

Table 2 Geographical impact

Does the proposal impact on a specific area?

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

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

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

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

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

Table 4 Explanation and mitigation for medium and high impacts

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

Table 5 Consideration of and explanation for positive impacts

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

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

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

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

Box 2

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

N/A

SP23 EIA – CCBS Hantsdirect – Staff

EIA writer(s) and authoriser

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

Section one – information about the service and service change

Service affected	CCBS Hantsdirect
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<p>Please provide a short description of the service / policy/project/project phase</p>	<p>CCBS Hantsdirect is a customer contact team within the Culture, Communities and Business Services department. Its Advisors respond to telephone and email enquiries from members of the public on a range of topics in relation to Library, Registration and Countryside services. CCBS Hantsdirect has c.15 employees, comprising Customer Contact Advisor and team management roles.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>In order to deliver its savings targets for 2023, CCBS is proposing to review its customer contact management approach and to implement an efficient and fit for purpose operating model for this. This will include an appraisal of the current CCBS Hantsdirect service. The review and any changes arising from it <i>may</i> therefore result in workforce changes e.g. to the number of roles within CCBS Hantsdirect, changes to where roles sit within the departmental structure, amendments to role responsibilities and tasks and/or contractual changes. Until the customer contact review is complete, the nature and extent of any required workforce changes is unknown.</p>

Engagement and consultation

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

Has any pre-consultation engagement been carried out?

(Delete as appropriate)

	<p>No</p>	
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Describe the consultation or engagement you have performed or are intending to perform.

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

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

Section two: Assessment

Table 1 Impact Assessment

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

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

Table 2 Geographical impact

Does the proposal impact on a specific area?

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	Low negative - The age profile of CCBS Hantsdirect is different to that for the County Council as a whole. CCBS Hantsdirect has an older workforce (73% are aged 45 or over, compared to 55% for HCC in 2019/20). Until the customer contact review is complete and required workforce changes are confirmed, it is difficult to know the extent of the impact of this on this protected characteristic, but it would be expected to be neutral or low. If required, stringent decision-making processes would be put in place to ensure that individuals are not unfairly disadvantaged because they possess a particular characteristic. Engagement and relevant consultation with all staff would be carried out as appropriate, with due regard given to the County Council's HR advice and processes.
Disability	Low negative - There are 5 members of CCBS Hantsdirect with a declared disability (33%). This is significantly different to that for the County Council as a whole in 2019/20 (3.61%). Until the customer contact review is complete and required workforce changes are confirmed, it is difficult to know the extent of the impact of this on this protected characteristic, but it would be expected to be neutral or low. If required, stringent decision-making processes would be put in place to ensure that individuals are not unfairly disadvantaged because they possess a particular characteristic. Engagement and relevant consultation with all staff would be carried out as appropriate, with due regard given to the County Council's HR advice and processes.
Gender reassignment	Neutral - There is no evidence that this protected characteristic would be disproportionately affected by any workforce changes.
Pregnancy and maternity	Neutral – there are 12 women (80%) currently working within CCBS Hantsdirect and it is possible that at the time of any staff reviews there may be staff on maternity leave or currently pregnant. Any staff on maternity leave during any period of workforce change would be given the opportunity to engage in relevant consultation and be kept briefed throughout the process. This equally applies to those off on paternity and adoption leave. However, there is currently no evidence that this protected characteristic would be disproportionately affected by any workforce changes.
Race	Neutral - There is no evidence that this protected characteristic would be disproportionately affected by any workforce changes.
Religion or belief	Neutral - There is no evidence that this protected characteristic would be disproportionately affected by any workforce changes.

Sex	Low negative – Within the CCBS Hantsdirect team, 20% of employees are male, 80% female. This is comparable with the HCC 2019/2020 position of 24% male and 76% female. Until the customer contact review is complete and required workforce changes are confirmed, it is difficult to know the extent of the impact of this on this protected characteristic, but it would be expected to be neutral or low. If required, stringent decision-making processes would be put in place to ensure that individuals are not unfairly disadvantaged because they possess a particular characteristic. Engagement and relevant consultation with all staff would be carried out as appropriate, with due regard given to the County Council’s HR advice and processes.
Sexual orientation	Neutral - There is no evidence that this protected characteristic would be disproportionately affected by any workforce changes.
Marriage & civil partnership	Neutral - There is no evidence that this protected characteristic would be disproportionately affected by any workforce changes.
Poverty	Low negative - The grade profile of staff working for CCBS Hantsdirect is skewed towards lower grades. 87% of staff are grade C, 6.5% grade D and 6.5% grade E. This grade profile reflects the nature of the roles required within CCBS Hantsdirect (i.e. a large requirement for operational, transaction-based customer advisor employees). Whilst it is recognised that lower pay does not necessarily equate to poverty, workforce changes at lower grades may have a disproportionate impact in relation to this characteristic. Until the customer contact review is complete and required workforce changes are confirmed, it is difficult to know the extent of this for CCBS Hantsdirect staff, but it would be expected to be neutral or low. Engagement and relevant consultation with all staff would be carried out as appropriate, with due regard given to the County Council’s HR advice and processes.
Rurality	Low negative - CCBS Hantsdirect staff are based in Fareham or work from home. It is possible that travel costs may prevent staff from being able to take up new/amended roles or redeployment opportunities in HCC locations, should these changes arise following the review. Until the customer contact review is complete and required workforce changes are confirmed, it is difficult to know the extent of the impact of this on this protected characteristic, but it would be expected to be neutral or low. Engagement and relevant consultation with all staff would be carried out as appropriate, with due regard given to the County Council’s HR advice and processes.

Table 4 Explanation and mitigation for medium and high impacts

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

Table 5 Consideration of and explanation for positive impacts

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

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

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

Box 2

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

N/A

SP23 EIA – CCBS Hantsdirect – Service users

EIA writer(s) and authoriser

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

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Section one – information about the service and service change

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

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

<h2>Engagement and consultation</h2>	
<p>The County Council’s <i>Serving Hampshire Balancing the Budget</i> consultation (2021-2023) will seek residents’ and stakeholders’ views on strategic options for funding the Authority’s budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed ‘stage two’ consultation before any decisions on service specific changes are made.</p>	
<p>Has any pre-consultation engagement been carried out? (Delete as appropriate)</p>	
	<p>No</p>

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

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

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

Section two: Assessment

Table 1 Impact Assessment

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

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

Table 2 Geographical impact

Does the proposal impact on a specific area?

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

Section three: Equality Statement

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

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

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

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

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

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

Table 5 Consideration of and explanation for positive impacts

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

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

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

Box 2

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

N/A

SP23 Equality Impact Assessment – CCBS Recreation and Heritage Community Fund Efficiencies - service users

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Issy Feltham	CCBS	Transformation Manager	Issy.feltham@hants.gov.uk	0370 779 2369	18.06.21	V2
2	EIA authoriser	Patrick Blogg	CCBS	Deputy Director Transformation and Business Management	Patrick.blogg@hants.gov.uk	0370 779 1968	18.06.21	V2
3	EIA Coordinator	Rebecca Prowting	CCBS	Transformation Manager	eia.ccbs@hants.gov.uk	0370 779 8946	18.06.21	V2

Section one – information about the service and service change

Service affected	Recreation and Heritage Community Fund in Hampshire providing one-off revenue and capital grant awards to community and cultural organisations.
Please provide a short description of the service / policy/project/project phase	The grants scheme provides funding for community and cultural organisations in Hampshire, through revenue or capital support from the Recreation and Heritage Community Fund, to enable them to provide a benefit to their local community. The grant scheme was established in 2019/20, moving from ongoing grant funding to organisations through the separate Culture and Recreation Investment Fund and Community Investment Fund, to one-off awards via the newly created Recreation and Heritage Community Fund as an amalgamation of the Culture and Community Activity Grants and the Community Buildings Capital Fund, both of which also offered one-off awards. The new Fund supports applications that provide community benefit. The

	<p>support provided by the grant scheme includes funding for events and activities for the local community, revenue funding for community organisations, and capital project funding such as building improvements to cultural and community venues.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>Over recent years, the grants budget has decreased in line with the budget reductions for the County Council. This led to a managed reduction in the numbers and value of awards through the previous Culture and Recreation Investment Fund and Community Investment Fund, and subsequently to the establishment of the Recreation and Heritage Community Fund for one-off projects only. From 2021/22 the proposal is to transfer £230,000 of the community grant funding annual budget from the CCBS Recreation and Heritage Community Fund over to the Leaders' and Members Grant Funds, as a permanent commitment. This will enable cultural and community organisations who wish to apply for grant support, to continue to do so through direct application to the organisations' local County Councillor Grant scheme. The remaining £600,000 from the Recreation and Heritage Community Fund will be given up as an SP23 saving with effect from 1st April 2023.</p>

<p>Engagement and consultation</p>	
<p>The County Council's <i>Serving Hampshire Balancing the Budget</i> consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.</p>	
<p>Has any pre-consultation engagement been carried out? (Delete as appropriate)</p>	
	<p>No</p>
<p></p>	
<p>Describe the consultation or engagement you have performed or are intending to perform. Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.</p>	

Due to the substantial number of community groups in Hampshire, historically there has been minimal direct promotion or engagement about community grants funds. Information is instead provided through the CCBS Grants [web pages](#) on the Hampshire County Council website and via signposting through organisations such as Councils for Voluntary Services. Therefore, there are no plans to communicate out the upcoming change in community grant funding widely. However, the community organisations that will be receiving funding from the Recreation and Heritage Investment Fund in 2021/22 will be notified once the new process of applying for grant funding is known, should they wish to apply for grant support in future years. Additionally, any cultural or community organisations in Hampshire who get in touch directly with CCBS Grants staff about grant funding, will be signposted to other internal and external sources of funding and advice.

Table 1 Impact Assessment

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

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

Table 2 Geographical impact

Does the proposal impact on a specific area?

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

Section three: Equality Statement

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	<p>Reduced funding opportunities may lead to a delay in cultural and community projects under development while alternative funding sources are identified and secured. In the case of the four community organisations still supported with ongoing revenue funding, reduced funding may lead to a community organisation reducing or withdrawing some of its targeted activities for a variety of age groups who use the facility for activities such as programmes and community clubs for older people, or activity groups and clubs for younger people. The population forecast for Hampshire estimates that the ageing of Hampshire's population is set to continue across the county with the Small Area Population Forecasts suggesting that by 2025 almost 23.3% of Hampshire's population will be aged 65 or older, 12.3% aged 75 or older and 3.8% aged 85 or older. This may indicate a potential increase in the demand for cultural or community organisations to offer activities for older people. Reduced funding may lead to reduced ability of organisations to implement capital improvements such as building extensions and new community facilities for children, families and/or older people.</p> <p>However, organisations will still have the opportunity to apply for grant support to pump-prime activities through their local County Councillor Grant fund.</p> <p>This has been assessed as a low negative impact due to the ability of the cultural or community organisation to seek alternative funding either through their local County Councillor Grant scheme to enable to continue providing activities for this group, or for other funding sources outside of the County Council for more significant capital improvement projects.</p>
Disability	<p>Reduced funding opportunities may lead to a delay in cultural and community projects under development, including accessibility improvements, while alternative funding sources are identified and secured. In the case of the four community organisations still supported with ongoing funding for 2021/22, any change in funding beyond this may lead to the community organisation reducing or withdrawing its targeted activities for people with disabilities, such as development and training opportunities or community clubs. However, organisations will still have the opportunity to apply for grant support through their local County Councillor Grant fund.</p>

	This has been assessed as a low negative impact due to the ability of the cultural or community organisation to seek alternative funding either through their local County Councillor Grant scheme to enable to continue providing activities for this group, or for other funding sources outside of the County Council for more significant capital improvement projects.
Gender reassignment	This has been assessed as a neutral impact because the proposed change to the grant fund service is not expected to have a negative impact on this protected characteristic, due to the ability of any cultural or community organisation in Hampshire who may be supporting groups in this particular characteristic, to seek alternative funding either through their local County Councillor Grant scheme.
Pregnancy and maternity	<p>Reduced funding opportunities may lead to a delay in cultural and community projects under development while alternative funding sources are identified and secured. In the case of the four community organisations still supported with ongoing revenue funding, reduced funding may lead to the community organisation reducing or withdrawing its targeted activities for groups who use the facility such as parenting support groups, or parent and toddler groups.</p> <p>This has been assessed as a low negative impact due to the ability of the cultural or community organisation to seek alternative funding through their local County Councillor Grant scheme, to enable to continue providing activities for this group.</p>
Race	This has been assessed as a neutral impact because the proposed change to the grant fund service is not expected to have a negative impact on this protected characteristic, due to the ability of any cultural or community organisation in Hampshire who may be supporting groups in this particular characteristic, to seek alternative funding either through their local County Councillor Grant scheme.
Religion or belief	This has been assessed as a neutral impact because the proposed change to the grant fund service is not expected to have a negative impact on this protected characteristic, due to the ability of any cultural or community organisation in Hampshire who may be supporting groups in this particular characteristic, to seek alternative funding either through their local County Councillor Grant scheme.
Sex	This has been assessed as a neutral impact because the proposed change to the grant fund service is not expected to have a negative impact on this protected characteristic, due to the ability of any cultural or community organisation in Hampshire who may be supporting groups in

	this particular characteristic, to seek alternative funding either through their local County Councillor Grant scheme.
Sexual orientation	This has been assessed as a neutral impact because the proposed change to the grant fund service is not expected to have a negative impact on this protected characteristic, due to the ability of any cultural or community organisation in Hampshire who may be supporting groups in this particular characteristic, to seek alternative funding either through their local County Councillor Grant scheme.
Marriage & civil partnership	This has been assessed as a neutral impact because the proposed change to the grant fund service is not expected to have a negative impact on this protected characteristic, due to the ability of any cultural or community organisation in Hampshire who may be supporting groups in this particular characteristic, to seek alternative funding either through their local County Councillor Grant scheme.
Poverty	<p>This has been assessed as a low negative impact because of the low numbers of cultural and community organisations in deprived districts of Hampshire who may want to apply for Grant funding to support either revenue activities or capital improvement projects. There is also continued support being provided in 2021/22 for four community organisations delivering neighbourhood services in some of the most deprived wards in Hampshire, through the Recreation and Heritage Community Fund.</p> <p>Community organisations in deprived districts may be less likely to have access to alternative sources of funding such as Parish Councils or local fundraising efforts from members of the community, Also, reduced availability of funding for organisations may lead to a reduction or withdrawal of services for people on low income or who are unemployed. However, these organisations will still be able to apply for Grant funding through the local County Councillor Grant scheme. Any organisation contacting CCBS staff who administer the current grants scheme will be advised about accessing external grants or other funding opportunities. CCBS will continue to provide staff resource to administer open awards through to completion. From the current application process and criteria, organisations will already have been aware that funding has only been short term i.e., for 1 financial year, and so they will have applied on this basis.</p>
Rurality	This has been assessed as a neutral impact because the proposed change to the grant fund service is not expected to have a negative impact on this protected characteristic due to the

	ability of any cultural or community organisation in Hampshire who may be supporting groups in this particular characteristic, to seek alternative funding either through their local County Councillor Grant scheme. Additionally, the County Council currently runs a Rural Community Grant, that rural cultural and community organisations could apply for if their proposal fits the criteria, which includes supporting projects or initiatives that will help build community resilience and / or encourage self-help in rural areas.
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Table 4 Explanation and mitigation for medium and high impacts

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

Table 5 Consideration of and explanation for positive impacts

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

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

The Demand Management and Prevention Change Unit in Adults Health and Care will be ceasing their countywide and local solutions grant awards (targeted to those most at risk of needing social care) on or before 31 March 2023, as an SP23 savings opportunity. We believe there is no overlap with the applications that are funded from the CCBS Recreation and Heritage Community Fund, and therefore see no impact on the CCBS proposal to give up £600,000 as an SP23 savings opportunity.
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There are two members of staff who currently administer the Community Grants Funds in CCBS and undertake work areas unrelated to the grants process. Some staff resource will continue to be required for a number of years to administer open awards that have not yet been completed. Therefore, following the transfer of grants over to the Leader's and Members Grant Funds from 2021/22, it is expected that these members of staff will be unaffected by the proposed change.

Smaller cultural or community organisations (in particular, those under pressure due to Covid-19) may be impacted more greatly by the reduction in available funding. The organisations most likely to be adversely affected by this change are cultural or community organisations who are seeking significant capital investment for buildings, where for example a building extension provides increased space which can be let, to generate income for the organisation. In these cases, organisations would instead have to seek alternative funding sources outside of the County Council, and there is guidance available on the County Council website [grant pages](#) to support them to do so. Those organisations seeking smaller one-off, or pump priming funding support are less likely to be affected by this change as they can apply to the local County Councillor Grant scheme.

In 2019/20 there were 93 applications to the Recreation and Heritage Community Fund, with the value of the 57 grants awarded totalling £520,000. Other awards were made to community organisations during 2019/20 financial year, but they were awarded from a separate Legacy Investment Fund which has been phased out. Due to Covid-19, the Recreation and Heritage Community fund was not re-opened during 2020/21, but four community organisations delivering neighbourhood services in some of the most deprived wards in Hampshire have continued to be supported through the Recreation and Heritage Community Fund. In January 2021, applications for 2021/22 grant funding were received from two of these organisations, King Arthur's Way Community Association (previously known as Alamein Community Association) and Wecock Community Association. Both associations are within the top 15% most deprived areas in Hampshire, and their applications were approved. This position has been agreed until the end of the 2021/22 financial year. The two remaining organisations have not yet submitted applications for grant support for 2021/22. From 2022/23, these four organisations will be signposted to apply directly for grant support through the Leader's Grant 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:

N/A

SP23 EIA – CCBS Emergency planning and resilience restructure– Staff

EIA writer(s) and authoriser

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

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Section one – information about the service and service change

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

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

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 consultation or engagement will be carried out prior to Serving Hampshire Balancing the Budget Consultation (2021-23). Should work force changes be identified and required post the proposed review, a thorough and appropriate staff consultation will be conducted.

Section two: Assessment**Table 1 Impact Assessment**

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

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

Table 2 Geographical impact

Does the proposal impact on a specific area?

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

Section three: Equality Statement

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

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

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

Table 4 Explanation and mitigation for medium and high impacts

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

Table 5 Consideration of and explanation for positive impacts

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

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

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

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

Box 2

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

N/A

SP23 EIA – Health and Safety review – Public

EIA writer(s) and authoriser

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

Section one – information about the service and service change

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

	<p>risk by risk. Managers are supported to make changes. Monitoring is then carried out to verify the effectiveness of the improvements. If satisfied, the service moves to the next risk creating a rolling programme of risk reduction. This element of the work is proactive.</p>
<p>Please explain the new/changed service/policy/project</p>	<p>In order to deliver the savings target for 2023, the health and safety team will undertake a review and explore opportunities to make changes to the way in which proactive (and potentially reactive) work is delivered. The review is likely to include an appraisal of the team’s current range of activities, options for income generation and the staffing structure required to deliver them, including consideration of any additional strategic capacity which may be needed for the service to meet corporate needs. Supporting technology for the service will also be considered to improve efficiency and to capitalise on the technological advancements and capability that exist in the corporate IT systems</p> <p>The review and any changes arising from it may therefore result in workforce changes e.g. to the number of roles within the team or amendments to focus of the role responsibilities. Until the review is complete, the nature and extent of any workforce or operating model changes and the impacts of these for staff and service users/wider public are unknown.</p> <p>A separate EIA considering the impacts on the H&S staff team has been undertaken.</p>
<p>Engagement and consultation</p>	
<p>The County Council’s <i>Serving Hampshire Balancing the Budget</i> consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority’s budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed ‘stage two’ consultation before any decisions on service specific changes are made.</p>	

Has any pre-consultation engagement been carried out?
 (Delete as appropriate)

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

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

Section two: Assessment

Table 1 Impact Assessment

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

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

Table 2 Geographical impact

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

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

Eastleigh		Havant		Winchester	
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Section three: Equality Statement

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

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

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

Table 4 Explanation and mitigation for medium and high impacts

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

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

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

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

Box 2

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

N/A

SP23 EIA – Health and Safety review – Staff

EIA writer(s) and authoriser

No.	Name	Department	Position	Email address	Phone number	Date	Issue

1	Report Writer(s)	Charles Gilby	Corporate Services	Head of Profession	Charles.gilby@hcc.gov.uk	01962 832038	06.07.21	V1
2	EIA authoriser	Patrick Blogg	CCBS	Deputy Director of CCBS	Patrick.Blogg@hants.gov.uk	03707 796865	06.07.21	V1
3	EIA Coordinator	Rebecca Prowting	CCBS	Transformation Manager	eia.ccbs@hants.gov.uk	0370 779 8946	06.07.21	V1

Section one – information about the service and service change

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

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

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

Has any pre-consultation engagement been carried out?

(Delete as appropriate)

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

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

Section two: Assessment

Table 1 Impact Assessment

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

Religion or belief		x				Staff
Sex		x				Staff
Sexual orientation		x				Staff
Marriage & civil partnership		x				Staff
Poverty		x				Staff
Rurality		x				Staff

Table 2 Geographical impact

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

Section three: Equality Statement

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

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

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

Table 4 Explanation and mitigation for medium and high impacts

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

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

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

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

Box 2

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

N/A

Corporate Services EIAs

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

Corporate Operations

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

EIA writer(s) and authoriser

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

Section one – information about the service and service change

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

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

No

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

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

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

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1 Impact Assessment

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

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

Table 2 Geographical impact

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

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

Hart	No
Havant	No
New Forest	No
Rushmoor	No
Test Valley	No
Winchester	No

Section three: Equality Statement

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

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

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

	characteristics. Any decisions to reduce staff will be subject to staff consultation which provides a further opportunity to consider if there are any negative impacts on protected groups.
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For all characteristics marked as either having a ‘medium negative’ or ‘high negative’, please complete table 4:

Table 4 Explanation and mitigation for medium and high impacts

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

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

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

Table 5 Consideration of and explanation for positive impacts

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

Further actions and recommendations to consider:

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

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

Box 1

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

N/A

Box 2

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

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

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

EIA writer(s) and authoriser

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

Section one – information about the service and service change

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

Engagement and consultation

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

Has any pre-consultation engagement been carried out?

No

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

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

N/A

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1 Impact Assessment

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

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

Table 2 Geographical impact

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

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

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

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Section three: Equality Statement

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	Principles of optimising digital channels and the self-service operating model are included within design decisions and service changes.

Disability	For example, contact model changes introduced in the 2020/21 to continue to reduce failed demand have continued to promote digital self-service and digital channels (e.g. web, webchat). Call back functionality has been introduced for employees who are unable to utilise digital channels. This has ensured that all customers can continue to have access to the service through multiple channels and have increased choice.
Gender reassignment	
Pregnancy and maternity	
Race	
Religion or belief	
Sex	
Sexual orientation	
Marriage & civil partnership	
Poverty	
Rurality	

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

Table 4 Explanation and mitigation for medium and high impacts

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain -use list below to identify geographical area(s)	Short explanation of mitigating actions
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None	N/A	N/A	N/A
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If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

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

Table 5 Consideration of and explanation for positive impacts

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

Further actions and recommendations to consider:

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

Box 1

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

N/A

Box 2

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

N/A

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

EIA writer(s) and authoriser

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

Section one – information about the service and service change

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

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

No

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

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

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

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1 Impact Assessment

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

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

Table 2 Geographical impact

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

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

Havant	No
New Forest	No
Rushmoor	No
Test Valley	No
Winchester	No

Section three: Equality Statement

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

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

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

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

Table 4 Explanation and mitigation for medium and high impacts

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

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

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

Table 5 Consideration of and explanation for positive impacts

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

Further actions and recommendations to consider:

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

- Consider undertaking consultation/re-consulting³.
- If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
- Carry out a subsequent impact severity assessment following mitigating actions.

Box 1

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

N/A

Box 2

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

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

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

EIA writer(s) and authoriser

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

Section one – information about the service and service change

Service affected	IT Services
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Please provide a short description of the service / policy/project/project phase	IT Services provides underpinning information technology to support the County Council's day-to-day business as well as technology projects to implement new business capability.
Please explain the new/changed service/policy/project	<p>IT Services will deliver efficiencies and savings based on 4 themes:</p> <ol style="list-style-type: none"> 1. IT01 - The rationalisation, consolidation and extension of the lifecycle of county council's core technology assets 2. IT02 - Savings from our 3rd party supply chain through renegotiation, removal of redundant services and harvesting of unused software licenses. 3. IT03 - Changes to the IT operating model to release posts. 4. IT04 - Other efficiencies such as vacating low usage accommodation, improved data centre power efficiency and lower cost staff training provision.

Engagement and consultation

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

Has any pre-consultation engagement been carried out?

No

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

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

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

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1 Impact Assessment

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

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

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Table 2 Geographical impact

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

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

Section three: Equality Statement

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

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

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

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

Table 4 Explanation and mitigation for medium and high impacts

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

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

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

Table 5 Consideration of and explanation for positive impacts

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

Further actions and recommendations to consider:

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

Box 1

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

N/A

Box 2

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

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

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

EIA writer(s) and authoriser

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

Section one – information about the service and service change

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

Please explain the new/changed service/policy/project	<p>The proposed changes will review the existing operating model to optimise available technology and build on the virtual approach to auditing adopted during the pandemic. It is proposed this will yield efficiencies, flexibility and agility to the audit process.</p> <p>The Partnership will also continue to seek new opportunities for building its client portfolio.</p>
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Engagement and consultation

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

Has any pre-consultation engagement been carried out?

Yes

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

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

Consultation has been informal.

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

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

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

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

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1 Impact Assessment

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

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

Table 2 Geographical impact

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

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

Hart	No
Havant	No
New Forest	No
Rushmoor	No
Test Valley	No
Winchester	No

Section three: Equality Statement

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	Proposed initiatives would have no impact on protected characteristic
Gender Reassignment	Proposed initiatives would have no impact on protected characteristic
Race	Proposed initiatives would have no impact on protected characteristic
Religion or belief	Proposed initiatives would have no impact on protected characteristic
Sex	Proposed initiatives would have no impact on protected characteristic

Sexual orientation	Proposed initiatives would have no impact on protected characteristic
Marriage & civil partnership	Proposed initiatives would have no impact on protected characteristic
Poverty	Possible low impact due to not having internet to access required applications, however this would be overcome with the provision of mobile phones to which tethering can be enabled.

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

Table 4 Explanation and mitigation for medium and high impacts

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

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

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

Table 5 Consideration of and explanation for positive impacts

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

Further actions and recommendations to consider:

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

Box 1

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

N/A

Box 2

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

N/A

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

EIA writer(s) and authoriser

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

Section one – information about the service and service change

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

<p>Please explain the new/changed service/policy/project</p>	<p>The team already undertake work to generate income and have structures and processes in place to support this. The SP23 proposal is an extension of that existing work. The nature of the work itself will not change and this means that the impact will be limited.</p> <p>Impacts which have been identified are that current practice needs to become more efficient to accommodate additional workload. The team will need to grow and develop the current external offering to other authorities. Time and effort will need to be invested in finding opportunities for income generating work. Staff may need additional training to work in different cultures/environments.</p>
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Engagement and consultation

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

Has any pre-consultation engagement been carried out?

No

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

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

N/A

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1 Impact Assessment

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

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

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Table 2 Geographical impact

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

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

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

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Section three: Equality Statement

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	

Disability	There is no change to the make up to the workforce or the type of work undertaken therefore we do not anticipate any impacts to any of the protected characteristics listed. This change will purely be an extension of current services.
Gender reassignment	
Pregnancy and maternity	
Race	
Religion or belief	
Sex	
Sexual orientation	
Marriage & civil partnership	
Poverty	
Rurality	

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

Table 4 Explanation and mitigation for medium and high impacts

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

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

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

Table 5 Consideration of and explanation for positive impacts

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

Further actions and recommendations to consider:

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

Box 1

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

N/A

[Empty rectangular box]

Box 2

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

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

HR, Organisational Development, Communications & Engagement

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

EIA writer(s) and authoriser

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

Section one – information about the service and service change

Service affected	HR Operations & Occupational Health
Please provide a short description of the service / policy/project/project phase	<ol style="list-style-type: none"> 1. The Casework / Help Desk (HD) team provides professional employee relations (ER) advice and support to Hampshire Constabulary (HC), Hampshire County Council (HCC) and Hampshire Fire and Rescue Service (HFRS). The team consists of a Helpdesk and 'offdesk' Casework team. 2. The Helpdesk generally deals with HR queries, low level and less complex tickets or stage 1 formal cases: particularly absence management casework. 3. The 'off-desk' casework team manage a caseload of more complex, and formal ER cases. Typically, this includes any case that may arise in dismissal or a final written warning, any gross misconduct or incompetence case, employment tribunal cases and all resolving workplace issues.

Please explain the new/changed service/policy/project

Full details of the proposed changes are currently still to be determined however the following is an overview of the changes that are expected:

- A review of the resource that is provided to Council Departments including a reduction of 1 fte in the budgeted resource; the HCC proportion of the team currently consists of 4.8 fte and this would represent a 22% reduction.
- This will be achieved through an organisational design review process that will determine the core purpose and remit of the team including what level of cases are not supported by the team or are done differently to reduce demand.
- It will include a review of the advice and support that is provided to line managers on absence / attendance cases; ensuring that all queries and simple attendance cases can be managed without needing to refer the matter to HR
- HR Ops to no longer attend first level absence case hearings and / or equivalent activities; including consideration of removing the helpdesk telephone number.

As further changes become apparent the EIA will be updated accordingly.

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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?

No

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

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

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

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1 Impact Assessment

Corporate Services EIAs

Appendix 8

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

Table 2 Geographical impact

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

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

Test Valley	No
Winchester	No

Section three: Equality Statement

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

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

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

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

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

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

Table 4 Explanation and mitigation for medium and high impacts

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

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

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

Table 5 Consideration of and explanation for positive impacts

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

Further actions and recommendations to consider:

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

Box 1

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

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

Box 2

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

N/A

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

EIA writer(s) and authoriser

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

Section one – information about the service and service change

Service affected	HR Operations & Occupational Health
Please provide a short description of the service / policy/project/project phase	The Occupational Health (OH) Clinical team is part of the wider OH service. It provides expert OH advice to managers following referral of a member of staff for an attendance or health related matter. This includes advice on:

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

Engagement and consultation

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

Has any pre-consultation engagement been carried out?

No

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

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

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

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

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

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

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

Table 1 Impact Assessment

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

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Table 2 Geographical impact

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

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

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Section three: Equality Statement

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

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. The workforce profile does not indicate that a particular age group would be negatively impacted by these changes. Service users are unlikely to be impacted due to this protected characteristic.
Disability	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. The proposed changes will not negatively impact on those members of staff with a disability as we will be able to put in place workplace adjustments where appropriate to do so. Staff with health issues relating to a disability will be impacted by the change in the same way as all other staff. We do not anticipate a negative impact on service users with a disability.
Gender Reassignment	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic. Staff with health issues relating to gender reassignment or unrelated will be impacted in the same way as all other staff. We do not envisage a negative impact on service users.
Pregnancy and Maternity	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. The team will apply the Council's maternity policy and backfill arrangements would be put in place as appropriate whilst a member of staff is on maternity leave. Service users with pregnancy or maternity related ill health will be impacted by the changes along with all other service users.

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Race	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic. We do not envisage any negative impact on service users protected by this characteristic.
Religion or Belief	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic. We do not envisage an impact on service users.
Sex	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity in respect of this protected characteristic. Whilst the team is weighted towards female members of staff the implementation of these changes will not have a detrimental impact on anyone because of their gender and we expect it to be achieved through voluntary means or natural staff turnover. We do not envisage an impact on service users.
Sexual Orientation	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic. We do not envisage an impact on service users.
Marriage and Civil Partnership	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic. We do not envisage an impact on service users.
Poverty	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff in the team or service users.
Rurality	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff or service users.

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

Table 4 Explanation and mitigation for medium and high impacts

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

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

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

Table 5 Consideration of and explanation for positive impacts

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

Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped
 - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
 - Consider undertaking consultation/re-consulting⁷.

- If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
- Carry out a subsequent impact severity assessment following mitigating actions.

Box 1

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

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

Box 2

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

N/A

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

EIA writer(s) and authoriser

No.	Name	Department	Position	Email address	Phone number	Date	Issue

1	Report Writer(s)	Andy Bailey	HR, OD, Communications and Engagement	Head of HR Ops	andy.bailey@hants.gov.uk	07837 894673	15.04.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	stephanie.randall@hants.gov.uk	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications and Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	11.08.2021	

Section one – information about the service and service change

Service affected	HR Operations & Occupational Health
Please provide a short description of the service / policy/project/project phase	<p>The Organisational Change team project manage business reorganisation, TUPE transfer and redundancy transformation and change programmes across the partners excluding schools. Change projects vary in both scale and complexity and range from:</p> <ul style="list-style-type: none"> • Change of Work base • Site closure • Deletion of post • Redundancy Compulsory (CR) / Voluntary (VR) • Transformation • TUPE In / Out

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

<p>Has any pre-consultation engagement been carried out?</p>
<p>No</p>

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

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

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

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below.

If an overview assessment of due regard is appropriate, please go to box 2.

Table 1 Impact Assessment

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		✓				Staff
Disability		✓				Staff

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Gender reassignment		✓				Staff
Pregnancy and maternity		✓				Staff
Race		✓				Staff
Religion or belief		✓				Staff
Sex			✓			Staff
Sexual orientation		✓				Staff
Marriage & civil partnership		✓				Staff
Poverty		✓				Staff
Rurality		✓				Staff

Table 2 Geographical impact

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

Area	Yes / no
All Hampshire	Yes
Basingstoke and Deane	No
East Hampshire	No
Eastleigh	No
Fareham	No
Gosport	No
Hart	No
Havant	No
New Forest	No
Rushmoor	No
Test Valley	No

Winchester	No
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Section three: Equality Statement

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

Table 3 Consideration of and explanation for neutral or low negative impacts

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. The workforce profile does not indicate that a particular age group would be negatively impacted by these changes.
Disability	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. The proposed changes will not negatively impact on those members of staff with a disability as we will be able to put in place workplace adjustments where appropriate to do so. The impact on the wider workforce will also be neutral and colleagues with disabilities will not be impacted differently than others.
Gender Reassignment	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic either in terms of the change team itself or the wider workforce.

Pregnancy and Maternity	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. The team will apply the Council's maternity policy and backfill arrangements would be put in place as appropriate whilst a member of staff is on maternity leave. Neither those in the team or those in the wider workforce will be negatively impacted.
Race	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic. This relates to staff within the team but also the wider workforce and managers for whom the casework team provide a service.
Religion or Belief	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic. As with the other characteristics, we cannot see a reason why staff of any particular religion or belief, either in the team or part of the wider workforce would be impacted.
Sex	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity in respect of this protected characteristic. Whilst the team is weighted towards female members of staff the implementation of these changes will not have a detrimental impact on anyone because of their gender and we expect it to be achieved through voluntary means or natural staff turnover. In terms of the wider workforce, we do not envisage any negative impact.
Sexual Orientation	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic either for those in the change team or in the wider workforce.
Marriage and Civil Partnership	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. We do not envisage any negative impact on members of staff who have this protected characteristic. Likewise, we do not envisage an impact for the team or the wider service users.
Poverty	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity. Clearly for the team any loss of job would impact on overall wealth of the individual or family in the short term. For the wider service we see no impact.

Rurality	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity.
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For all characteristics marked as either having a 'medium negative' or 'high negative', please complete the table 4:

Table 4 Explanation and mitigation for medium and high impacts

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain -use list below to identify geographical area(s)	Short explanation of mitigating actions
None	N/A	N/A	N/A

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped

- The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
- Consider undertaking consultation/re-consulting⁸.
- If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
- Carry out a subsequent impact severity assessment following mitigating actions.

Box 1

Please set out any additional information which you think is relevant to this impact assessment:

The anticipated changes are expected to be achieved through voluntary means or natural staff turnover.

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

N/A

Name of SP23 proposal:	SP23 Opportunity Reference:
Leadership and Management Development	EIA HR-05 HR, OD, Communications & Engagement 2021.04.15

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Andy Bailey	HR, OD, Communications and Engagement	Head of HR Ops	andy.bailey@hants.gov.uk	07837 894673	15.04.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	stephanie.randall@hants.gov.uk	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications and Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	11.08.2021	

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Section one – information about the service and service change

Service affected	Leadership and Management Development
Please provide a short description of the service / policy/project/project phase	Currently described on the SP23 plan as: Organisation Development - Changes to operating model to drive out further efficiencies and reduce demand on services. This will include streamlining business processes and systems, supporting Leadership and

	<p>Organisation Development activities, and removal of any duplication across HR more widely.</p> <p>In terms of what is proposed, the Leadership and Management Development Team provide Leadership and Management Development (including support for corporate change programmes) across Hampshire County Council (HCC) and Hampshire Constabulary (HC). This proposal looks only at the services provided into HCC.</p> <p>Leadership and Management Development services include:</p> <ul style="list-style-type: none"> • Design and Build of digital learning (i.e eLearning courses and content for use in 'virtual classrooms) • Design and Delivery of Leadership and Management Development Programmes (i.e Firefly and TLP) • Design and delivery of a range of 'open courses' across HCC • Bespoke and departmental specific support for leadership and cultural change • Maintenance of the Learning Management System deployed across HCC • Various administrative and support activities to enable the delivery of the above
<p>Please explain the new/changed service/policy/project</p>	<p>Full details of proposed changes are currently still to be determined however the following changes are expected:</p> <ul style="list-style-type: none"> • A review of the organisation design of the whole Leadership and Management function is on-going with one of the main aims being to simplify processes, particularly in relation to the planning, oversight of and administrative of learning interventions. • A review and re-organisation of the Learning Management System (LMS) team – team size and structure were established when the LMS was introduced to HCC and now the system is embedded there are known current efficiencies to be created and anticipated further efficiencies in the next 12-18 months. <p>As further changes become apparent the EIA will be updated accordingly.</p>



Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

Has any pre-consultation engagement been carried out?

Yes, on an informal basis

Describe the consultation or engagement you have performed or are intending to perform.

Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.

The approach we have taken to the review of the Organisation Design of our Leadership and Management Development function has been one of 'co-creation' which has meant an ongoing process of engagement has been active for the past 6 months and will continue until the new design is agreed and in the implementation phases complete.

The Leadership and Management Development Senior Leadership Team have been actively involved in the organisation design work throughout and have been encouraged to fully brief their teams at every stage of the process.

A 'design group' has been established, made up of a cross section of the WFD team (all grades and teams represented) to mirror the organisation design work that the Leadership and Management Development Senior Leadership Team are undertaking. In establishing the Design Group, whilst our primary concern was the representation of all grades and teams, we did also review to support the demographic of the group being as representative as possible of the wider demographic of the Leadership and Management Development function.

The SLT and the design group have been encouraged to discuss the work they undertake with their peers and teams openly and essentially these two groups are forming a feedback loop to each other at each stage of the organisation work.

In addition, a number of 'all staff' briefings have been held to engage the wider team on the work that is on-going.

At this stage we are just completing the early stages of the design work so the specific details of potential changes have not been fully communicated or engaged upon however over the coming weeks engagement is planned to this end. From that point forward the more detailed design work will begin and so engagement will become more focussed and specific.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below.

If an overview assessment of due regard is appropriate, please go to box 2.

Table 1 Impact Assessment

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age			✓			Staff
Disability		✓				Staff
Gender reassignment		✓				Staff
Pregnancy and maternity		✓				Staff
Race		✓				Staff
Religion or belief		✓				Staff
Sex			✓			Staff
Sexual orientation		✓				Staff
Marriage & civil partnership		✓				Staff
Poverty			✓			Staff
Rurality		✓				Staff

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Table 2 Geographical impact

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

Area	Yes / no
All Hampshire	Yes
Basingstoke and Deane	No
East Hampshire	No
Eastleigh	No
Fareham	No
Gosport	No
Hart	No
Havant	No
New Forest	No
Rushmoor	No
Test Valley	No
Winchester	No

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Section three: Equality Statement

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

Table 3 Consideration of and explanation for neutral or low negative impacts

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	<p>The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity however there is a younger (under 30 years of age) demographic in the team's most likely to be impacted by the organisation design changes which we will monitor as we progress the work into the implementation phase.</p> <p>It is possible that the changes could have a negative impact on good relations between leadership and the wider staff group however the open and engaging approach being undertaken to the changes is hoped to mitigate against this.</p>
Disability	<p>The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity in respect of this protected characteristic.</p> <p>It is possible that the changes could have a negative impact on good relations between leadership and the wider staff group however the open and engaging approach being undertaken to the changes is hoped to mitigate against this.</p>
Gender Reassignment	<p>The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity in respect of this protected characteristic.</p> <p>It is possible that the changes could have a negative impact on good relations between leadership and the wider staff group however the open and engaging approach being undertaken to the changes is hoped to mitigate against this.</p>

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Pregnancy and Maternity	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity in respect of this protected characteristic. Staff currently on maternity leave have been invited to all full staff briefings and managers have been encouraged to keep staff informed throughout maternity leave where relevant. There are known examples of individuals choosing to attend workshops whilst on maternity or shared parental leave. It is possible that the changes could have a negative impact on good relations between leadership and the wider staff group however the open and engaging approach being undertaken to the changes is hoped to mitigate against this.
Race	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity in respect of this protected characteristic. It is possible that the changes could have a negative impact on good relations between leadership and the wider staff group however the open and engaging approach being undertaken to the changes is hoped to mitigate against this.
Religion or Belief	The proposed changes will neither eliminate discrimination nor contribute to advancing equality of opportunity in respect of this protected characteristic. It is possible that the changes could have a negative impact on good relations between leadership and the wider staff group however the open and engaging approach being undertaken to the changes is hoped to mitigate against this.
Sex	The organisation design work will neither eliminate discrimination nor contribute to advancing equality of opportunity in respect of gender, however the demographic in the team's most likely to be impacted by the changes is weighted towards females (with one of the teams entirely female) and so we will keep this under review as we move into the implementation phases.
Sexual Orientation	There are no anticipated issues in relation to sexual orientation and we do not expect our organisation design work to either eliminate discrimination or contribute to advancing equality of opportunity.
Marriage and Civil Partnership	As with the above, we do not anticipate any issues in relation to this protected characteristic either in terms of eliminating discrimination or contributing to advancing equality of opportunity.

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Poverty	There are no anticipated impacts in relation to poverty. That said we are aware that in some of the teams most likely to be impacted the grades of staff are generally lower which could have a knock-on impact on the financial well-being of some members of the team.
Rurality	There are no anticipated impacts in relation to rurality.

For all characteristics marked as either having a 'medium negative' or 'high negative', please complete table 4:

Table 4 Explanation and mitigation for medium and high impacts

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain -use list below to identify geographical area(s)	Short explanation of mitigating actions
None	N/A	N/A	N/A

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped
 - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
 - Consider undertaking consultation/re-consulting⁹.
 - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
 - Carry out a subsequent impact severity assessment following mitigating actions.

Box 1**Please set out any additional information which you think is relevant to this impact assessment:**

We are mindful that the organisation design work that we are undertaking, and which will ultimately lead to efficiencies have the potential to impact on the positive relationships within the Leadership and Management Development function and indeed more broadly across the HR+OD profession. Our commitment to co-creation and high levels of engagement throughout this work should mitigate against this risk but we remain thoughtful none the less.

For some of the team most likely to be impacted, such as the LMS team, we believe that the changes have the potential to improve CPD and wider career opportunities for staff within that area and staff have echoed this belief directly.

In other teams there are concerns the potential changes may diminish their prospects or their professional identity (for example in relation to 'project' staff) and we are paying particular attention to this issue to ensure our rationale and messaging is clear in relation to 'why' changes are occurring but also in terms of watching our own biases or perceptions as this work progresses.

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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:

N/A

Name of SP23 proposal:	SP23 Opportunity Reference: Please use this structure as a reference for your EIA:
Communications and Engagement	<i>EIA CE-01</i> HR, OD, Communications & Engagement 2021.06.21

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Antonia Perkins	HR, OD, Communications & Engagement	Head of Communication & Engagement	antonia.perkins@hants.gov.uk	0370 779 7390	21.06.2021	
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	stephanie.randall@hants.gov.uk	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	11.08.2021	

Section one – information about the service and service change

Service affected	Communications & Engagement
Please provide a short description of the service / policy/project/project phase	Provision of insight & engagement, corporate communication and marketing services to HCC departments.

<p>Please explain the new/changed service/policy/project</p>	<p>Redistribute historically unallocated funding from P&R Grant budget to Communications & Engagement core funding.</p> <p>Use of historically unallocated funding will mitigate against minimal levels of core service levels being reduced.</p>
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Engagement and consultation

The County Council’s *Serving Hampshire Balancing the Budget* consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority’s budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed ‘stage two’ consultation before any decisions on service specific changes are made.

Has any pre-consultation engagement been carried out?

No

Describe the consultation or engagement you have performed or are intending to perform.

Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.

N/A

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below, as shown in the example.

If an overview assessment of due regard is appropriate, please go to box 2.

Table 1 Impact Assessment

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		✓				N/A
Disability		✓				N/A
Gender reassignment		✓				N/A
Pregnancy and maternity		✓				N/A
Race		✓				N/A
Religion or belief		✓				N/A
Sex		✓				N/A
Sexual orientation		✓				N/A

Marriage & civil partnership		✓				N/A
Poverty		✓				N/A
Rurality		✓				N/A

Table 2 Geographical impact

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

Area	Yes / no
All Hampshire	No
Basingstoke and Deane	No
East Hampshire	No
Eastleigh	No
Fareham	No
Gosport	No
Hart	No

Havant	No
New Forest	No
Rushmoor	No
Test Valley	No
Winchester	No

Section three: Equality Statement

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

Table 3 Consideration of and explanation for neutral or low negative impacts

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
All	The budget which will be used to support the CES SP23 savings target has been historically unallocated from the Policy and Resources budget, and so no groups of residents or members of staff will be disadvantaged by this proposal.

For all characteristics marked as either having a 'medium negative' or 'high negative', please complete table 4:

Table 4 Explanation and mitigation for medium and high impacts

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain -use list below to	Short explanation of mitigating actions
--------------------------	--	--	---

		identify geographical area(s)	
None	N/A	N/A	N/A

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped
 - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
 - Consider undertaking consultation/re-consulting¹⁰.
 - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
 - Carry out a subsequent impact severity assessment following mitigating actions.

Box 1

Please set out any additional information which you think is relevant to this impact assessment:

N/A

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

This proposal will have a neutral impact on all protected characteristics, as no groups of residents or staff will be affected.

Law & Governance

Name of SP23 proposal:	SP23 Opportunity Reference: Please use this structure as a reference for your EIA:
Legal Services – Commercial Contracts	EIA LG-01, LG-02 Law and Governance 2021.05.10

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	David Kelly	Law & Governance	Head of Legal	david.kelly@hants.gov.uk	0370 7791283	10.05.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	stephanie.randall@hants.gov.uk	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	11.08.2021	

Section one – information about the service and service change

Service affected	Legal Services - Commercial Contracts and Procurement Team
-------------------------	--

Please provide a short description of the service / policy/project/project phase	Savings proposals LG-01 and LG-02 relate to managing the demand for the services of the Commercial Contracts and Procurement Team by redefining the working relationship between the team and the Strategic Procurement Team and changing the value of contracts where departments are obliged to seek legal advice contract terms and conditions.
Please explain the new/changed service/policy/project	The team have been developing a new way of working with Strategic Procurement over the past two years which has reduced the need for legal input at various stages of the procurement process. This reduction in demand will enable the team to reduce it size by deleting vacant posts to generate savings. Beyond that, demand will be further reduced by changing the value of contracts which require legal advice on the terms and conditions. This released capacity will be used to generate external income.

Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

Has any pre-consultation engagement been carried out?

No

Describe the consultation or engagement you have performed or are intending to perform.

Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.

None

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below, as shown in the example.

If an overview assessment of due regard is appropriate, please go to box 2.

Table 1 Impact Assessment

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		✓				N/A
Disability		✓				N/A
Gender reassignment		✓				N/A

Pregnancy and maternity		✓				N/A
Race		✓				N/A
Religion or belief		✓				N/A
Sex		✓				N/A
Sexual orientation		✓				N/A
Marriage & civil partnership		✓				N/A
Poverty		✓				N/A
Rurality		✓				N/A

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Table 2 Geographical impact

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

Area	Yes / no
All Hampshire	No

Basingstoke and Deane	No
East Hampshire	No
Eastleigh	No
Fareham	No
Gosport	No
Hart	No
Havant	No
New Forest	No
Rushmoor	No
Test Valley	No
Winchester	No

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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
---------------------------------	---

All	Proposals relate to internal processes and efficiencies only, which are not expected to have any impact on groups with protected characteristics.
-----	---

For all characteristics marked as either having a 'medium negative' or 'high negative', please complete table 4:

Table 4 Explanation and mitigation for medium and high impacts

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain -use list below to identify geographical area(s)	Short explanation of mitigating actions
None	N/A	N/A	N/A

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped

- The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
- Consider undertaking consultation/re-consulting¹¹.
- If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
- Carry out a subsequent impact severity assessment following mitigating actions.

Box 1

Please set out any additional information which you think is relevant to this impact assessment:

N/A

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

The proposals relate to internal processes and efficiencies and as such have no equalities impacts. Existing vacant post(s) will be deleted, and increased income will not impact on staff or the public.

Name of SP23 proposal:	SP23 Opportunity Reference: Please use this structure as a reference for your EIA:
Legal Services – General savings (reduce printing and other general expenditure)	EIA LG-03 Law and Governance 2021.05.10

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	David Kelly	Law & Governance	Head of Legal	david.kelly@hants.gov.uk	0370 7791283	10.05.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	stephanie.randall@hants.gov.uk	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	11.08.2021	

Section one – information about the service and service change

Service affected	Legal Services
Please provide a short description of the service / policy/project/project phase	Savings proposal LG-03 relates to the greater use of technology to reduce printing, travel and courier costs.

Please explain the new/changed service/policy/project	The County Council's adoption of flexible working and the greater use of Teams along with a new case management system will enable the service to reduce printing, travelling and courier costs.
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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?

No

Describe the consultation or engagement you have performed or are intending to perform.

Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.

None

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below, as shown in the example.

If an overview assessment of due regard is appropriate, please go to box 2.

Table 1 Impact Assessment

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		✓				N/A
Disability		✓				N/A
Gender reassignment		✓				N/A
Pregnancy and maternity		✓				N/A
Race		✓				N/A
Religion or belief		✓				N/A
Sex		✓				N/A
Sexual orientation		✓				N/A

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Marriage & civil partnership		✓				N/A
Poverty		✓				N/A
Rurality		✓				N/A

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Table 2 Geographical impact

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

Area	Yes / no
All Hampshire	No
Basingstoke and Deane	No
East Hampshire	No
Eastleigh	No
Fareham	No

Gosport	No
Hart	No
Havant	No
New Forest	No
Rushmoor	No
Test Valley	No
Winchester	No

Section three: Equality Statement

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

Table 3 Consideration of and explanation for neutral or low negative impacts

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
All	Proposals relate to internal efficiencies only, which are not expected to have any impact on groups with protected characteristics.

For all characteristics marked as either having a 'medium negative' or 'high negative', please complete table 4:

Table 4 Explanation and mitigation for medium and high impacts

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain -use list below to identify geographical area(s)	Short explanation of mitigating actions
None	N/A	N/A	N/A

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped
 - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.
 - Consider undertaking consultation/re-consulting¹².
 - If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
 - Carry out a subsequent impact severity assessment following mitigating actions.

Box 1

Please set out any additional information which you think is relevant to this impact assessment:

N/A

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

The proposals relate to internal processes and efficiencies and as such have no equalities impacts.

Name of SP23 proposal:	SP23 Opportunity Reference: Please use this structure as a reference for your EIA:
Legal Services – General Income Generation	<i>EIA LG-04, LG-05</i> Law and Governance 2021.05.10

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Paul Hodgson	Law & Governance	Deputy Head of Legal	paul.hodgson@hants.gov.uk	078255 774286	10.05.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	stephanie.randall@hants.gov.uk	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	11.08.2021	

Section one – information about the service and service change

Service affected	Legal Services
Please provide a short description of the service / policy/project/project phase	Hampshire Legal Services (HLS) provides legal support to Hampshire County Council departments. It also provides legal services to a range of other public bodies on a chargeable basis, which generates income (c£3.1m total income and recharges). This income contributes to savings targets.

Please explain the new/changed service/policy/project	<p>SP23 proposal LG-04 involves increasing external income by £130,000.</p> <p>SP23 proposal LG-05 involves increasing charging rates for external/recharged work to increase overall income by c£150,000.</p>
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Engagement and consultation

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

Has any pre-consultation engagement been carried out?

No

Describe the consultation or engagement you have performed or are intending to perform.

Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.

No consultation is planned or required as the proposals do not have any direct impacts on front line service delivery. Also, the proposals do not have any impacts on staff, which would require formal consultation.

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below, as shown in the example.

If an overview assessment of due regard is appropriate, please go to box 2.

Table 1 Impact Assessment

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		✓				N/A
Disability		✓				N/A
Gender reassignment		✓				N/A
Pregnancy and maternity		✓				N/A
Race		✓				N/A
Religion or belief		✓				N/A
Sex		✓				N/A
Sexual orientation		✓				N/A

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Marriage & civil partnership		✓				N/A
Poverty		✓				N/A
Rurality		✓				N/A

Table 2 Geographical impact

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

Area	Yes / no
All Hampshire	Yes
Basingstoke and Deane	No
East Hampshire	No
Eastleigh	No
Fareham	No

Gosport	No
Hart	No
Havant	No
New Forest	No
Rushmoor	No
Test Valley	No
Winchester	No

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Section three: Equality Statement

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

Table 3 Consideration of and explanation for neutral or low negative impacts

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
All	The proposals have no adverse effects on service users or staff. Additional income will be generated through demand management and process efficiencies to create capacity to deliver additional external work. Charging rates will be increased to ensure full recovery of all direct and indirect overheads.

For all characteristics marked as either having a 'medium negative' or 'high negative', please complete table 4:

Table 4 Explanation and mitigation for medium and high impacts

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain -use list below to identify geographical area(s)	Short explanation of mitigating actions
None	N/A	N/A	N/A

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped
 - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.

- Consider undertaking consultation/re-consulting¹³.
- If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
- Carry out a subsequent impact severity assessment following mitigating actions.

Box 1

Please set out any additional information which you think is relevant to this impact assessment:

N/A

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

The proposals to increase income do not have any adverse impacts on service users or staff. Additional income will only be generated where there is capacity and where there is no detrimental impact on legal support to HCC. Increases in charging rates are small and intended to ensure full recovery of direct and indirect overhead costs. On this basis, there is no need for a full EIA.

Name of SP23 proposal:	SP23 Opportunity Reference:
Governance – Risk and Information	EIA LG-06 Law and Governance 2021.05.10

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Peter Andrews	Law & Governance	Head of Information Governance	peter.andrews@hants.gov.uk	03707 791365	10.05.2021	1
2	EIA authoriser	Stephanie Randall	HR, OD, Communications & Engagement	Head of Corporate Services Transformation	stephanie.randall@hants.gov.uk	0370 7791776	11.08.2021	
3	EIA Coordinator	Gail Tong	HR, OD, Communications & Engagement	Engagement and Equality Officer	gail.tong@hants.gov.uk	03707 798170	11.08.2021	

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Section one – information about the service and service change

Service affected	The Information Governance team within Law and Governance
Please provide a short description of the service / policy/project/project phase	The Information Governance team provides technical data protection advice to services within the County Council and is responsible for devising and maintaining standards and guidance across the organisation.

<p>Please explain the new/changed service/policy/project</p>	<p>Management of demand to increase capacity to sell services externally. In particular to consider offering a Data Protection Officer service for schools and Parish Councils.</p> <p>All organisations over a certain size are required to appoint a Data Protection Officer under provisions within UKGDPR. This person must have competency and experience, but may be contracted to the organisation concerned. The SP23 project aims to streamline processes within the County Councils Information Governance team to build the capacity to offer the service of Data Protection Officer to other public bodies, particularly Parish Councils and Schools.</p>
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Engagement and consultation

The County Council’s *Serving Hampshire Balancing the Budget* consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority’s budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed ‘stage two’ consultation before any decisions on service specific changes are made.

Has any pre-consultation engagement been carried out?

No

Describe the consultation or engagement you have performed or are intending to perform.

Describe who was engaged or consulted. What was the outcome of the activity and how have the results influenced what you are doing? If no consultation or engagement is planned, please explain why.

None

Section two: Assessment

Carefully and consciously consider the impacts of the proposed change.

Consider at this point whether the assessment is of impacts on staff or service users. If it is both the impacts may be contradictory for each group (negative for staff but positive for customers, or vice versa). Consider completing two assessment tables (one for staff and one for customers) and providing one equality statement for both groups.

If the proposed change is expected to have a positive, neutral (no impact) or negative (low, medium or high) impact on people in the protected characteristics groups. Indicate the impact by entering the risk score in the relevant column in the table below, as shown in the example.

If an overview assessment of due regard is appropriate, please go to box 2.

Table 1 Impact Assessment

Protected characteristic	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		✓				Both
Disability		✓				Both
Gender reassignment		✓				Both
Pregnancy and maternity		✓				Both
Race		✓				Both
Religion or belief		✓				Both

Sex		✓				Both
Sexual orientation		✓				Both
Marriage & civil partnership		✓				Both
Poverty		✓				Both
Rurality		✓				Both

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Table 2 Geographical impact

Does the proposal impact on a specific area? Consider the [demographic data](#) of the locations.

Area	Yes / no
All Hampshire	Yes
Basingstoke and Deane	No
East Hampshire	No
Eastleigh	No
Fareham	No

Gosport	No
Hart	No
Havant	No
New Forest	No
Rushmoor	No
Test Valley	No
Winchester	No

Section three: Equality Statement

For all characteristics marked as either having a neutral or low negative impact, challenge your assessment - carefully consider the protected characteristics, if necessary, review the Inclusion and Diversity eLearning, discuss with an EIA co-ordinator.

Table 3 Consideration of and explanation for neutral or low negative impacts

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
All	The proposals are not expected to impact on protected characteristics. However, this will be reviewed again as part of any implementation project.

For all characteristics marked as either having a 'medium negative' or 'high negative', please complete table 4:

Table 4 Explanation and mitigation for medium and high impacts

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain -use list below to identify geographical area(s)	Short explanation of mitigating actions
None	N/A	N/A	N/A

If you have specified mitigations as part of the assessment, now consider reviewing the impact severity/risk assessment.

For all characteristics marked as either having a positive impact please explain why in table 5.

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Table 5 Consideration of and explanation for positive impacts

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

Further actions and recommendations to consider:

- If neutral or low negative impacts have been carefully considered and identified correctly, the activity is likely to proceed.
- If medium negative or high negative have been identified:
 - The policy, service review, scheme or practice may be paused or stopped
 - The policy, service review, scheme or practice can be changed to remove, reduce or mitigate against the negative impacts.

- Consider undertaking consultation/re-consulting¹⁴.
- If all options have been considered carefully and there are no other proportionate ways to remove, reduce, or mitigate - explain and justify reasons why in the assessment.
- Carry out a subsequent impact severity assessment following mitigating actions.

Box 1

Please set out any additional information which you think is relevant to this impact assessment:

The aim of process change is to have no effect on the level of service provided.

Box 2

If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:

Due regard has been given to the possible impact of changes in respect of the protected categories as outlined in this assessment. As the assessment has concluded that changes are likely to have a neutral effect it is not considered necessary to undertake a full assessment.

However, consideration of potential impact in terms of protected characteristics will be reviewed again as part of any implementation project to ensure that the impact of any specific changes can be assessed prior to any implementation.

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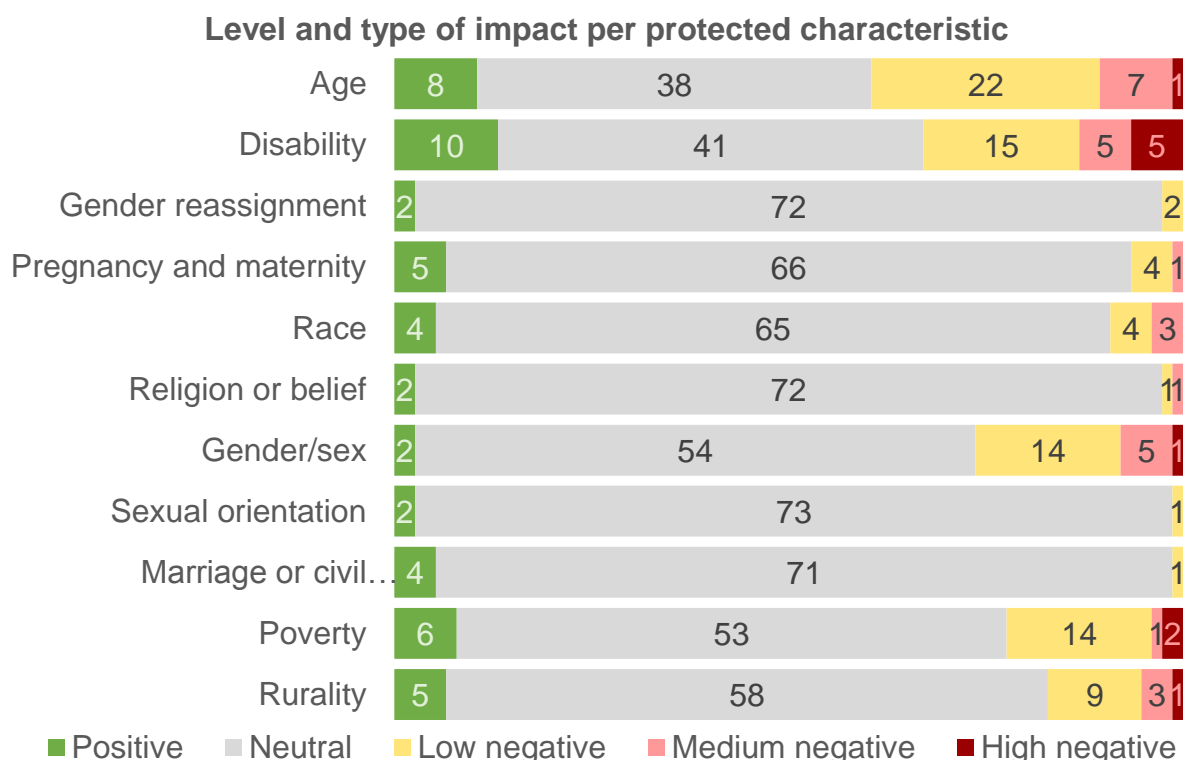
Cumulative Equality Impact Assessment

The Cumulative Equality Impact Assessment detailed in this Appendix is based on 76 Equality Impact Assessments (EIAs) completed by 08 September 2021. As these EIAs continue to be reviewed or updated, the Cumulative EIA may be further revised.

Of the 76 EIAs:

- 22 (30%) indicated that proposals could have a neutral impact on people from key characteristic groups,
- 9 (12%) suggested changes could have a solely positive impact, and
- 44 (58%) highlighted proposals with at least one possible negative impact (high, medium or low). Of these, eight proposed changes (11% of the total) were reported as potentially having both positive and negative impacts.

The chart below provides a summary of the anticipated impacts by characteristic. It shows that the key characteristics most likely to be negatively impacted are age (30 negative impacts), disability (25 negative impacts), gender/sex (20 negative impacts), and poverty (17 negative impacts). The high proportion of negative impacts relating to age and disability reflect that 33 of the 75 EIAs were in relation to proposed changes to services in Adults Health and Care and Children’s Services, which account for over 75% of expenditure¹, with services that most frequently support young, older, and disabled people.



¹ [Budget and council tax 2021/22 | About the Council | Hampshire County Council \(hants.gov.uk\)](#)

Of the 44 EIAs that identified potential negative impacts, 33 of these identified negatively impacts on more than one group. The table below shows the frequency of combinations of two characteristics, with combinations that appear at least five times shaded in grey:

	Age	Disability	Gender reassignment	Pregnancy and maternity	Race	Religion or belief	Gender/sex	Sexual orientation	Marriage or civil partnership	Poverty	Rurality
Rurality	10 (13%)	11 (14%)	1 (1%)	2 (3%)	5 (7%)	2 (3%)	5 (7%)	1 (1%)	1 (1%)	10 (13%)	13 (17%)
Poverty	11 (14%)	12 (16%)	1 (1%)	3 (4%)	5 (7%)	2 (3%)	6 (8%)	1 (1%)	1 (1%)	17 (22%)	
Marriage or civil partnership	1 (1%)	1 (1%)	1 (1%)	1 (1%)	1 (1%)	1 (1%)	1 (1%)	1 (1%)	1 (1%)		
Sexual orientation	1 (1%)	1 (1%)	1 (1%)	1 (1%)	1 (1%)	1 (1%)	1 (1%)	1 (1%)			
Gender/sex	14 (18%)	9 (12%)	1 (1%)	4 (5%)	4 (5%)	2 (3%)	20 (26%)				
Religion or belief	2 (3%)	2 (3%)	1 (1%)	2 (3%)	2 (3%)	2 (3%)					
Race	6 (8%)	6 (8%)	1 (1%)	2 (3%)	7 (9%)						
Pregnancy and maternity	4 (5%)	4 (5%)	1 (1%)	5 (7%)							
Gender reassignment	2 (3%)	1 (1%)	2 (3%)								
Disability	21 (28%)	25 (33%)									
Age	30 (39%)										

This demonstrates that the most frequent combinations of impacts involve age, disability, race, gender/sex, poverty, and rurality.

Of the 30 EIAs that referenced impacts on age:

- five mentioned impacts on children and young people, of which one specified those aged 5 to 25,
- seven mentioned impacts on adults, with specific mentions on those aged under 30 (one mention), 30-54 (one mention), and 55-64 (three mentions), and

- 16 mentioned impacts on older people, with four specifying impacts on those aged 65 or over

Of the 25 EIAs that referenced impacts on disability:

- 15 made reference to disabled people without reference to any specific disabled groups,
- five mentioned people with physical disabilities,
- four mentioned people with disabilities impacting their motor skills,
- two mentioned people with mental health issues,
- two mentioned learning disabilities, and
- there was one mention each for children with Special Educational Needs or Disabilities (SEND), dementia, or substance misuse issues.

Of the 20 EIAs that referenced impacts on gender, 18 made specific reference to impacts on females, with no reference to impacts on males.

Of the 17 EIAs that referenced impacts on poverty:

- 10 made reference to people on low incomes,
- eight made reference to impacts on areas of deprivation,
- three made reference to those who are digitally excluded,
- there was a single reference to homelessness, and one reference to those without access to transport.

Of the 13 EIAs that referenced impacts on rurality:

- six mentioned impacts on areas with poor service coverage,
- three referred to areas with poor internet connectivity,
- there was a single reference to areas with poor transport links, and one reference to parish and town council areas with lower precepts.

A summary list of all submitted EIAs is included below:

Conclusion

The County Council will continue to consider the impacts of all of the proposals and seek to put in place mitigating actions wherever possible. Furthermore, many of the higher impact proposals will also be subject to stage 2 consultation processes and the EIAs and mitigations will be revised in light of the results of these consultations as appropriate.

Key:	Department	Age	Disability	Gender reassignment	Pregnancy and maternity	Race	Religion or belief	Gender/sex	Sexual orientation	Marriage or civil partnership	Poverty	Rurality
P Positive impact												
L Low negative impact												
M Medium negative impact												
H High negative impact												
Finance and Pensions - Operating Model Changes and Income Generation	Corporate Operations	N	N	N	N	N	N	L	N	N	N	N
Internal Audit - Operating Model	Corporate Operations	N	P	N	P	N	N	N	N	N	L	N
HR Operations - Casework / Helpdesk	HR	L	N	N	N	N	N	L	N	N	N	N
Occupational Health (OH)	HR	N	N	N	N	N	N	L	N	N	N	N
HR Organisational Change	HR	N	N	N	N	N	N	L	N	N	N	N
Leadership and Management Development	HR	L	N	N	N	N	N	L	N	N	L	N
Legal Services – General Income Generation	Law and Governance	N	N	N	N	N	N	N	N	N	N	N
Governance – Risk and Information	Law and Governance	N	N	N	N	N	N	N	N	N	N	N
Children's Services - Post 16 Accommodation – 2021/04/16	Children's Services	P	P	P	P	P	P	P	P	P	P	P
Children's Services – Wessex Dance Academy – 2021/04/16	Children's Services	P	N	N	N	N	N	N	N	N	N	N
Children's Services – Participation – 2021/04/16	Children's Services	N	N	N	N	N	N	N	N	N	N	N
CSD CS06NWOW /21/06/10 - C&F New Ways of Working	Children's Services	N	N	N	N	N	N	N	N	N	N	N
Children's Services – YOT – 2021/04/16	Children's Services	N	N	N	N	N	N	N	N	N	N	N
Children's Services – Short Breaks Overnight Respite	Children's Services	M	M	N	N	N	N	M	N	N	N	N
Children's Services – Short Breaks Activities – August 2021	Children's Services	L	L	N	N	N	N	L	N	N	N	N
Children's Services – Modernising Placements Programme – 2021/03/05	Children's Services	P	P	N	N	L	N	M	N	N	N	N
CSD- Services to Schools	Children's Services	N	N	N	N	N	N	N	N	N	N	N
CSD – Children with Additional Needs	Children's Services	N	N	N	N	N	N	N	N	N	N	N
Skills & Participation	Children's Services	L	L	L	L	L	L	L	L	L	L	L
Childrens Services-Effective budget planning and efficient service delivery of caretaking and cleaning	Children's Services	N	N	N	N	N	N	N	N	N	N	N
Home to School Transport - Service Users	Children's Services	L	M	N	N	N	N	N	N	N	N	M
Home to School Transport - School Escort Staff	Children's Services	M	M	N	N	N	N	M	N	N	N	N
Home to School Transport - Service Team (Staff)	Children's Services	M	N	N	N	N	N	M	N	N	N	N
Children's Services -Workforce Development- 2021/04/26	Children's Services	L	N	N	N	N	N	N	N	N	N	N
CSD – Health integration – 31/3/21	Children's Services	L	N	L	N	N	N	N	N	N	N	N
Funding of joint placements between Education and Children's Social Care	Children's Services	N	N	N	N	N	N	N	N	N	N	N
SFYC	Children's Services	N	L	N	N	N	N	N	N	N	L	P
Older Adults – Residential Care & Domiciliary Care	Adults' Health and Care	M	L	N	N	L	N	M	N	N	L	L
Learning Disabilities & Physical Disabilities – Extra Care Accommodation	Adults' Health and Care	N	P	P	P	P	P	N	P	P	P	N
Learning Disability - Least Restrictive Practice	Adults' Health and Care	N	P	N	N	N	N	N	N	N	N	N
Learning Disability – Review & Reassess	Adults' Health and Care	L	H	N	N	N	N	N	N	N	N	N
Learning Disability & Physical Disability – Volunteering	Adults' Health and Care	N	P	N	N	N	N	N	N	N	N	N
Learning Disability - 60+ Accommodation	Adults' Health and Care	P	P	N	N	N	N	N	N	N	N	N
Mental Health – Review & Reassess	Adults' Health and Care	M	H	N	N	M	N	N	N	N	N	N
Physical Disability – Review & Reassess	Adults' Health and Care	L	H	N	N	N	N	N	N	N	N	N
HCC Care (In-House Services) – Income Generation through Discharge to Assess Bedded Provision	Adults' Health and Care	P	L	N	N	N	N	N	N	N	N	L
Demand Management & Prevention – Grants for Voluntary and Social Enterprise Sector	Adults' Health and Care	M	M	N	N	M	N	N	N	N	M	M
Development of L&D's own dedicated training venue(s) within HCC estate	Adults' Health and Care	N	L	N	N	N	N	N	N	N	L	N
Learning & Development – Income Generation	Adults' Health and Care	N	N	N	N	N	N	N	N	N	L	N
Headquarters - Technology Enabled Care	Adults' Health and Care	M	M	N	N	N	N	N	N	N	N	N
Reduction in funding available for social inclusion services (homelessness support services)	Adults' Health and Care	N	H	N	N	N	N	N	N	N	H	M
Highways Efficiencies	Economy, Transport, and Environment (ETE)	N	N	N	N	N	N	N	N	N	N	L
Contracted Waste Services	Economy, Transport, and Environment (ETE)	L	L	N	N	N	N	N	N	N	P	N
Concessionary Travel	Economy, Transport, and Environment (ETE)	N	N	N	N	N	N	N	N	N	N	N
Transport Service Reductions	Economy, Transport, and Environment (ETE)	H	H	N	M	M	M	H	N	N	H	H
Enhanced Traffic Management	Economy, Transport, and Environment (ETE)	P	P	N	P	P	N	P	N	N	P	N
HCC Brussels Office	Economy, Transport, and Environment (ETE)	N	N	N	N	N	N	N	N	N	N	N
ETE Operating Model	Economy, Transport, and Environment (ETE)	N	N	N	N	N	N	N	N	N	N	N
Countryside Service Operating model – staff	CCBS	N	N	N	N	N	N	N	N	N	N	N
Countryside Service operating model – service users	CCBS	N	N	N	N	N	N	N	N	N	N	N
Countryside Service commercial strategies – staff	CCBS	N	N	N	N	N	N	N	N	N	N	N
Countryside Service commercial strategies – service users	CCBS	N	N	N	N	N	N	N	N	N	N	N
Hampshire Outdoor centres – Staff	CCBS	N	N	N	N	N	N	N	N	N	N	N
Hampshire Outdoor centres – service users	CCBS	P	P	N	P	N	N	N	P	P	P	P
Asbestos Management Service operating model review - staff	CCBS	N	N	N	N	N	N	N	N	N	N	N
Hampshire Scientific Service expansion of drug testing services – staff and service users	CCBS	N	N	N	N	N	N	N	N	N	N	N
Registration Service income streams – staff	CCBS	N	N	N	N	N	N	N	N	N	N	N
Registration Service income streams – service users	CCBS	L	L	N	N	N	N	N	N	P	L	L
Registration Service workforce and asset changes – staff	CCBS	L	N	N	N	N	N	L	N	N	L	L
Registration Services workforce and asset changes– service users	CCBS	L	L	N	N	N	N	N	N	N	L	L
Archive and Records Services efficiencies and income generation – staff	CCBS	L	L	N	N	N	N	L	N	N	N	P
Archive and Records Services efficiencies and income generation – service users	CCBS	L	N	N	N	N	N	N	N	N	N	P
Library Service income generation – service users and staff	CCBS	N	N	N	N	N	N	N	N	N	L	N
Library Service budget efficiencies - staff	CCBS	L	L	N	L	N	N	L	N	N	N	N
Library Service Winchester Discovery Centre– staff	CCBS	N	N	N	L	N	N	L	N	N	N	N
Library Service Winchester Discovery Centre – service users	CCBS	P	P	N	P	N	N	N	N	N	P	N
Library Service Structure review – staff	CCBS	L	N	N	N	N	N	L	N	N	N	N
CCBS Recreation and Heritage Community Fund Efficiencies - service users	CCBS	L	L	N	L	N	N	N	N	N	L	N
Health and Safety review – Public	CCBS	N	N	N	N	N	N	N	N	N	N	N
Health and Safety review – Staff	CCBS	L	L	N	N	N	N	N	N	N	N	N
Property Services efficiencies – Staff	CCBS	L	N	N	N	N	N	N	N	N	N	N
Property Services efficiencies – Service users	CCBS	N	N	N	N	N	N	N	N	N	N	N
Broadband, Transformation and Business Support – Staff	CCBS	N	N	N	N	N	N	L	N	N	N	N
CCBS Hantsdirect – Staff	CCBS	L	L	N	N	N	N	L	N	N	L	L
CCBS Hantsdirect – Service users	CCBS	L	L	N	N	L	N	N	N	N	L	L
CCBS Emergency planning restructure– Staff	CCBS	N	N	N	N	N	N	N	N	N	N	N

Commercial Strategy

1. Introduction

- 1.1 The County Council's approach to the delivery of successive savings programmes has, in the main, focussed on maximising efficiencies in service delivery and implementing changes to operating models and technology that mean that services can be provided in a cheaper, but more effective way.
- 1.2 Alongside this, the County Council has also examined areas where it can generate more income in order to reduce the direct impact on services, either through charging for services or through the expansion of traded services to other organisations.
- 1.3 In addition, as part of the strategy for making 'housekeeping' savings a revised approach was adopted for the investment of surplus cash, that has generated significant returns as part of a balanced portfolio.
- 1.4 This approach has continued into the Savings Programme 2023 (SP2023) and included an option as part of the *Serving Hampshire – Balancing the Budget* consultation. Feedback suggests that respondents are concerned about the implications of further service charges. However, there was support to lobby central Government to allow additional charging in a number of areas.
- 1.5 The purpose of this appendix is to outline, as part of the wider Medium Term Financial Strategy (MTFS), the County Council's approach to commercialisation and explain some of the risks and issues associated with certain options, some of which have received recent national press coverage.
- 1.6 There are four main areas where the County Council can seek to generate additional income to help close the budget deficit:
- Charging users for the direct provision of services.
 - Investing money or using assets to generate a return.
 - Expanding traded services to other organisations.
 - Developing joint ventures that yield additional income or generate a return.
- 1.7 The following paragraphs explore what the County Council has been doing in each of these areas as part of its longer term financial strategy.

2. Charging Users for the Direct Provision of Services

- 2.1 Many of the potential areas for charging for services at a county level are governed by statute and by far the biggest area is charging for the provision of adult social care services which generates around £68m of income that is vital in maintaining services in the face of growing demand.
- 2.2 Income generation through fees and charges in other departments (excluding schools) accounts for a further £55m, much of which sits within Culture, Communities and Business Services (CCBS), for goods and services that people use more as a matter of choice than out of necessity, including Country Parks, Registration Services and Libraries.
- 2.3 This £123m of fees and charges income is already built into the base budget and it is only any marginal net increases that can be achieved on this figure that

would help the County Council close the predicted budget gap. In terms of scale therefore, whilst income generation is of a significant value, against a savings target of £80m it does not represent a significant proportion of the County Council's budget.

- 2.4 The range of income generating activities that the County Council can enter into is also very different to that of district councils who are able to introduce smaller scale but localised services that may generate a net return. Some examples of areas that have been introduced include:
- Car washing services in council owned car parks.
 - Garden waste collection.
 - Cleaning services.
 - Gardening services.
- 2.5 In these instances, it is important to remember that the net marginal return against the costs of providing the services tends to be fairly small. Therefore, a significant volume of activity needs to be undertaken to generate a level of income that will have a material impact in budgetary terms, given the size and scale of the County Council and the scope for the sorts of areas highlighted above is limited. On top of this of course, there is also the potential for the venture to be loss making, given that some ventures are not necessarily in areas where the councils have the right expertise.
- 2.6 The County Council has quite rightly concentrated on areas where it already has experience in providing the services and has built commercial models around these that also improve and enhance the user experience at the same time.
- 2.7 An excellent example of this is the programme around our country parks, where capital investment is being used to improve facilities and options for users and new income generation strategies are being put in place around catering, activities and car parking with the aim of making the country parks financially self sufficient over the longer term. This approach builds upon our existing service base, is more aligned to the types of services the County Council provides and better reflects the scale at which we work, rather than choosing new or more speculative ventures to launch into.

3. Investing Money or Using Assets to Generate a Return

- 3.1 The County Council holds reserves for a number of purposes which are explained in more detail in the Reserves Strategy in Appendix 11. The level of the reserves, together with the normal cash flow patterns throughout the year mean that there are significant opportunities for investing surplus cash to make a financial return.
- 3.2 However, it is important to note that the nature of these investments is very different to those that are undertaken on behalf of the Pension Fund which are very long term investments that focus on return as one of the primary objectives, with a value in excess of £9bn. For shorter term cash balances, the County Council follows the Chartered Institute for Public Finance (CIPFA) and Ministry of Housing, Communities and Local Government's (MHCLG) guidance, which emphasises prudence and specifies the priorities for investment decisions (in order of importance) as security, liquidity and finally yield.

- 3.3 The County Council is faced with a historically low interest rate environment. Following the UK's referendum decision in June 2016 to leave the European Union (EU) the Bank of England cut interest rates to 0.25%. Since then rates increased slightly to 0.75% in late 2018, but when the Covid-19 pandemic struck, the rate dropped to 0.1%. The view is that the current low interest rate environment will continue for some time to come. Since a large proportion of the surplus cash balances are invested in short term deposits, low interest rates reduce the income the County Council earns on its investments and may worsen the County Council's overall budget position.
- 3.4 As part of the 2014/15 strategy the County Council decided to earmark £90m of its cash balances for investments appropriately targeting a higher yield. This was in addition to the £15m of long term investments that had been made for the Street Lighting Private Finance Initiative (PFI) scheme. Subsequently, the County Council increased this amount to £235m and more recently to £250m.
- 3.5 Higher yields can be accessed through investments in assets other than cash, such as equities, bonds and property. The County Council has made investments in property, equities and government bonds, as well as long term investments with other Local Authorities as shown in the following table which also provides an analysis of the remaining portfolio to highlight the differences in return:

	31/03/20 Balance £m	31/03/21 Balance £m	31/03/21 income return %
Local Authorities Fixed Deposits	20.2	21.7	4.32
Local Authorities Fixed Bonds	10.0	0	0
Pooled Property Funds	75.0	75.0	4.03
Pooled Equity Funds	50.0	50.0	6.45
Pooled Multi-Asset Funds	40.0	48.0	4.53
Long term Investments – High Yielding Strategy	195.2	194.7	4.80
Banks and Building Societies - Secured	15.0	10.7	0.31
Banks and Building Societies - Unsecured	26.3	69.5	0.04
Money Market Funds	175.3	78.0	0.04
Local Authorities	80.5	139.0	0.34
Cash Plus Funds	10.0	10.0	0.93
Short Term Investments	307.1	307.2	0.21
Banks and Building Societies - Secured	33.2	20.0	0.35
Local Authorities	40.0	35.0	1.28
Long Term Investments	73.2	55.0	0.94
Total Investments	575.5	556.9	1.89

- 3.6 The returns shown are those reported for the Treasury Management activity undertaken in 2020/21 and show the 2019/20 portfolio for comparison. The mid-year results are also included in Appendix 2 of this report and show a similar profile of investment returns.
- 3.7 The County Council is targeting a return of around 4% from higher yielding investments, which is significantly above any short or long term cash investments as highlighted in the above table. It is important to note that the £195m of higher yielding investments is helping to increase the County Council's overall average investment return, which is providing £9.4m to its income based on average balances in the year. Once the full allocation of £250m is drawn down, this could add a further £2.6m of income to the higher yielding investments.
- 3.8 However, this type of investment would not be appropriate for the County Council's total balances as there are a number of different risks which must be carefully managed:
- Loss of capital – Unlike cash investments other asset classes have a variable value determined by market conditions, therefore there is a risk that the capital value of the investment may be less than the amount originally invested.
 - Illiquidity – Most investment vehicles for non-cash assets offer more limited liquidity, from between one and six months. In addition to mitigate the risk of a loss of capital these investments must not be seen as source of liquidity to avoid crystalizing a loss.
 - Entry and exit fees – There may be a bid / offer spread for buying and selling non-cash investments which is a means for the investment vehicles to pass on their transaction costs (in particular stamp duty which is significant for property) to new or exiting investors.
 - Volatility in returns – But returns can be expected to be much higher than cash investments over at least the medium term.
- 3.9 The principle mitigation for all of these risks is ensuring that investments in non-cash assets are held as long-term investments. This will enable the initial costs of any investment and any periods of falling capital values to be overcome. In order to be managed as long-term investments the amounts invested need to be taken from the County Council's most stable cash balances. Therefore, the allocation of £250m has been proposed as half of the Council's forecast future minimum balance.
- 3.10 The selection of investments to target higher yields is carefully managed with the assistance of Arlingclose, the County Council's treasury management advisor, who recommend that the County Council diversifies its investments targeting a higher return between asset classes. This is in order to mitigate the loss of capital value, so that there is no over exposure to an event that impacts the value of investments in a particular asset class, such as a fall in property prices.

Direct or pooled investments

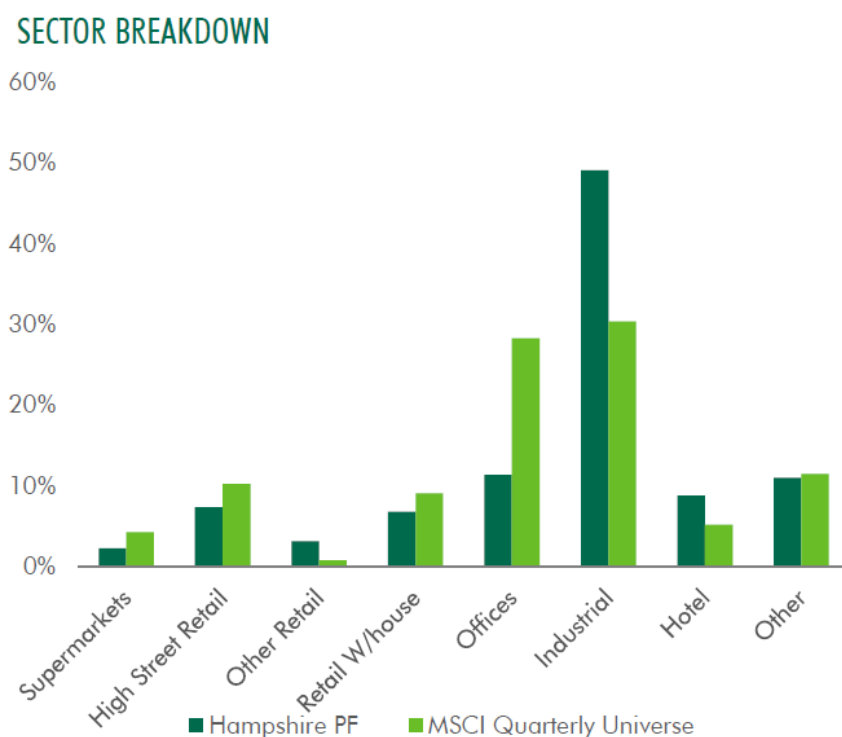
- 3.11 The County Council utilises pooled investment vehicles as the most appropriate means to access asset classes such as property or equities. Pooled funds are managed by external specialist investment managers who are best placed to select the particular investments and then manage them, for example for property

investments managing the relationship with tenants and maintenance of the building.

- 3.12 The County Council could build its own direct portfolios of these investments, such as property, as the Pension Fund has, however its total allocation of £250m for a diversified portfolio would not enable this to be done efficiently and effectively with the appropriate risk mitigation. The Pension Fund's property investment manager, CBRE, advises that the appropriate size of a direct property portfolio would be at least £400m to £500m and the Pension Fund's current allocation for property investment is £721m. This is to ensure that there is a sufficient number of properties to minimise the relative size of any one in the portfolio and achieve a spread across both geographical regions and industry sectors. As an example, the following charts compares the Pension Fund's property portfolio with one of the pooled funds that the County Council has invested in.

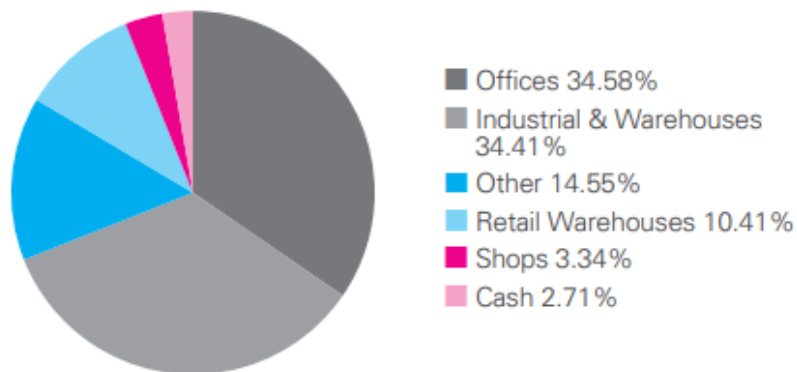
Comparison of Property Funds

Pension Fund Direct Portfolio – Portfolio size: £585m and number of properties: 52 (at 30 June 2021)



The dark green bars are Hampshire's portfolio compared to the benchmark.

Pooled Property Fund – Portfolio size: £1.254bn and number of properties: 75 (at 30 June 2021)



- 3.13 The County Council could attempt to build a sub-scale direct portfolio, but this would add significant risk to the Council which would not align with its investment objectives. Without sufficient diversification the County Council would be exposed to too great an impact from a single property it had invested in. Through its experience with the Pension Fund the County Council has seen a property fall vacant at an inopportune time and remain vacant for a significant period of time. This risk can be mitigated in a large diversified portfolio, such as the Pension Fund's, but this is beyond the reach of the County Council, the majority of whose balances are not available for this sort of investment.
- 3.14 At a national level there is much press coverage about the property investment 'bubble' being created by local government on the back of cheap borrowing from the Government and the financial risks that this poses. The Government stopped short of limiting this type of activity but have issued guidance around the need for appropriate analysis, assessment and scrutiny before investment decisions are made. The County Council's approach of investing in pooled property funds is already providing significantly higher returns (4.03% last year) without the need to prudentially borrow, without the risk of owning individual properties itself and with the security of a much larger and diverse portfolio than could be achieved on its own, even with our scale of investments.

Utilising Land and Property Assets

- 3.15 The Hampshire County Council estate is primarily held for operational purposes. Property Services works closely with all departments to make best use of the County Council's property and land assets to deliver public value through arrangements with third parties that both enhance the County Council's service offer to the residents of Hampshire and deliver a revenue income stream to the County Council to support its own service provision.
- 3.16 Commercial arrangements in place across the estate are primarily with partner organisations whose services align with the primary operational use of the site or building. Examples include:
- lease arrangements within the corporate office portfolio with the NHS, Connect 2 Hampshire, Property Services' and ETE's private sector partners and Trade Unions

- development of our libraries as Community Hubs through co-location of services provided by charities and community groups such as the Citizen's Advice Bureau, Enham Trust, Age Concern and Parish Councils, as well as hiring of space to community groups;
 - arrangements with third parties at the Country Parks and Outdoor Centres, for example the miniature train at Royal Victoria Country park, sailing clubs at Calshot and a scout group at Runways End;
 - grazing licences across the Countryside and County Farms portfolios
 - lease and hiring arrangements for Early Years settings, sports clubs and other third parties at school sites.
- 3.17 We also generate income through granting wayleaves and easements across the County Council's land and continue to be proactive in taking opportunities for short term lease arrangements and have been particularly successful in recent years letting land for contractors' site compounds, for example linked to the Smart Motorway works on the M3 and M27.
- 3.18 The County Council has a small number of legacy arrangements that generate income from commercial tenants including:
- Holiday Inn at Fareham
 - Hillier garden centre at Sir Harold Hillier Gardens, Romsey
 - Lease of ETE land to Maritime Transport at Nursling
 - Starter business units and warehouse accommodation at Segensworth
- 3.19 One positive outcome of the Pandemic has been the rapid transfer to new ways of working which maximises the use of technology and flexible working locations. The Corporate Office Accommodation Board is working to capitalise on this opportunity and further work is being undertaken to maximise the usage of space in existing buildings with a view to potentially offering whole buildings, such as Athelstan House on the commercial market for lease. Once again this is the County Council using its existing assets to generate income with minimal risk, compared to borrowing to buy commercial property purely to try to make a financial return.
- 4. Expanding Traded Services to Other Organisations**
- 4.1 The County Council has an established record of traded services, predominantly with schools and other public sector partners. These include local partners such as Hampshire Constabulary and the Fire and Rescue Service, and out of county organisations including many other local authorities, police forces, health and voluntary sector organisations. These are depicted in [our extending organisation diagram](#). External trading is conducted through a range of different arrangements, from direct trading with business units to subscription models, Service Level Agreements and joint working partnerships.
- 4.2 Trading already makes a significant contribution to the County Council's finances. Income from external trading supports service budgets as well as enabling them to make departmental contributions. Previous analysis of traded services assessed that the 44 trading areas with the highest income were generating combined revenue of around £114m.

- 4.3 In net terms, this level of trading activity makes a contribution of around 10% each year to the cost of direct and indirect overheads, many of which would still be incurred even if the trading activity did not take place. At the end of 2020/21 total departmental trading reserves stood at £8.8m, representing 1.2% of the Council's total earmarked revenue reserves.
- 4.4 It is important, however, that we distinguish between the income generated through trading activity, which is noteworthy, and the surplus that activity generates, which is considerably smaller. Indeed, the benefits the County Council obtains from external trading are largely non-financial. Trading enables us to maintain capacity and capability within the workforce; helping us to attract and retain high calibre staff. This shores up the quality of our service provision to Hampshire residents and at the same time, enables us to make a contribution towards our organisational overheads.
- 4.5 Trading also delivers a number of wider benefits within Hampshire. Providing local employment through trading is an economic benefit to the County. The role our services play in moderating the external market and in ensuring that public value is a core principle in service delivery (as opposed to purely profit driven private sector provision) brings quality to the areas in which we trade, providing positive reputational benefits through the value we add.
- 4.6 The County Council's scale and its ability to maintain capacity across a wide range of services during this period of austerity has also opened up new opportunities as other organisations have divested themselves of their technical, professional or back office expertise. Over the last ten years the County Council has:
- Expanded its Property Services function, entering into a partnership with Reading Borough Council and undertaking work on behalf of Hampshire and Isle of Wight Fire and Rescue Service, Hampshire Constabulary and a range of local authorities across the south east and London.
 - Created a shared services partnership with Hampshire Constabulary and Hampshire Fire and Rescue Authority which now provides services to Oxfordshire County Council and 3 London Boroughs. Further expressions of interest are currently being considered.
 - Developed its Pension Services model to provide administrative services across a number of partners operating very different pension schemes including LGPS, Police and Firefighter schemes. This arrangement currently includes three other local authorities.
 - Provided high quality support and interventions to the Isle of Wight, Torbay, Buckinghamshire and West Sussex Councils in the area of children's safeguarding.
 - Successfully run 'pure' trading ventures in the areas of County Supplies, Catering Services and Transport Management that have a combined turnover of nearly £60m.
 - Increased income and services offered in specialist areas such as scientific services, ecology services and environmental impact advice.

- Maintained significant levels of services to our schools across a wide range of functions such as HR, Finance, IT, school improvement, governor and music services.
 - Utilised its capacity, expertise and skills in professional and technical areas to offer services such engineering consultancy, strategic transport and travel planning.
- 4.7 The SP2023 Programme builds on the trading activities that we already undertake and with which we are familiar, with a view to reducing the net cost of these services, albeit there is a loss of capacity available to support the activities of the County Council. However, what is clear is that trading does not in itself represent a solution to the budget gap that we face. Even at a return rate of around 10% (which by any commercial standard would be an exceptionally ambitious and therefore unreliable projected profit margin) it would require additional turnover of £800m to meet the £80m target required to balance the budget by 2023/24, which is about seven times the level of trading activity that we currently undertake.
- 4.8 The Chief Executive has recently commissioned a Council wide piece of work to examine our traded services in order to have much greater visibility at a strategic level of the commercial strategy, opportunities and barriers in all traded service areas provided to other organisations.
- 4.9 The output from this work will help to identify priority areas for focus in the coming years, together with any actions or investment required to remove barriers to growth and to continue to grow traded services in a sensible and sustainable way such that they can make contributions to future savings plans beyond SP2023.
- 5. Developing Joint Ventures That Yield Additional Income or Generate a Return.**
- 5.1 There are a number of opportunities that the County Council can pursue either through its land holdings or through the relationship it has with partners or contractors for looking at new and innovative ways of generating a financial return.
- 5.2 To date the County Council has been helpful in responding to Borough Council Local Planning Authority requests for the potential use of its public land holdings for potential residential development. Up to 2030 around 10% of all new dwellings across Hampshire will be built on County Council owned land and 8% will be on sites within the County Council's strategic land programme (SLP) In addition, this will continue the stream of substantial capital receipts the County Council has benefitted from over recent decades to enable it to reinvest in existing services and ongoing transformation initiatives.
- 5.3 However, in addition, an alternative avenue that the County Council is currently actively pursuing is to become even more active and influential in the market of delivering homes across the county on some of its key sites. This will have the benefit of not only giving greater influence and certainty in the types and rates of homes, neighbourhoods and infrastructure and facilities being developed on its land but also the potential for greater certainty in the programming of

development and receipts through economic cycles. Furthermore, it will also offer the County Council the advantage of considering whether it wishes to benefit from capital or revenue receipts from development and residential assets or combinations of the two depending on individual sites and its own circumstances.

- 5.4 The largest site is Manydown in Basingstoke and a joint venture arrangement between Hampshire, Basingstoke and Deane Borough Council and a private sector partner (Urban and Civic) is now in place and is working towards securing the necessary finances to complete infrastructure works and the development of 4,200 houses on the Manydown site.
- 5.5 Whilst this approach increases the costs and risks associated with the development of our land interest, it also provides the opportunity for the greatest dividends, which are expected to be received from 2026/27 onwards and will be in the 10s of millions of pounds.

Relationships with Contractors and Partners

- 5.6 Another area that the County Council can look to exploit is the relationships it has with its partners and contractors. There is already a long standing relationship with our waste disposal contractors Veolia that includes innovative ways of generating income for both parties. The long term contract allows the use of surplus capacity at our waste facilities for commercial purposes for which the County Council receives an income share.
- 5.7 Similarly, provisions are in place for working with our new highways maintenance contractor Milestone to develop joint ventures linked to the existing contract that will yield additional income for both parties.

Joint Ventures with other Councils

- 5.8 At the beginning of 2019, the County Council entered into a joint venture with Commercial Services Kent (CSK - owned by Kent County Council) to set up an arms length trading company that supplies agency staff to the County Council (in the same way that CSK already provide agency staff to Kent County Council). Not only does this arrangement save money compared to other private agencies, it also improves quality by ensuring that agency workers who are rejected by the County Council in one service area cannot end up being employed elsewhere through another route.
- 5.9 The company (Connect 2 Hampshire) was set up utilising the existing expertise, knowledge and legal arrangements for Commercial Services Kent and the new company was formed and operating in a much shorter timescale than would otherwise have been the case.
- 5.10 Early results have been positive despite some pressures in the system (particularly within the social care sector during the pandemic and during the 'pingdemic' experienced over the summer) but the relationship with the company is strong and we have worked together to resolve issues where they have arisen.
- 5.11 Financial results are positive with an estimated £176,000 expected to be returned to the County Council as a dividend from the 2020/21 financial year.

6. Commercialisation in Local Government – Conclusions

- 6.1 This appendix has demonstrated that by building on its existing strengths, at the same time as looking for innovative (but low risk and sustainable) options for investment and utilisation of assets, the County Council has radically shifted its approach to income generation and the pursuit of commercial opportunities during the period of austerity.
- 6.2 The success of the County Council's approach now means that we:
- Will be generating fees and charges income of more than £123m by 2022/23.
 - Will increase net income from sales, fees and charges as part of SP2023 by around £1.9m.
 - Have increased investment returns on cash balances from £3.5m per annum in 2011/12 to £10.5m last year.
 - Will start to generate longer term savings through property development and joint ventures with partners that will contribute to future savings programmes.
- 6.3 Total commercial based activity will make a substantial contribution to supporting the County Council's bottom line and to helping maintain high quality services, staff capacity and the retention of skills and technical expertise.
- 6.4 This has all been achieved through the pursuit of a range of initiatives targeting increased income generation but without overexposing the Council to excessive risk or considering radical changes that take the County Council into areas that are not its core business or indeed pursuing more niche opportunities that simply do not offer with any confidence anything like the scale of income to merit the effort and upfront investment.
- 6.5 While the organisation should and will continue to explore all further opportunities to extend these net incomes and identify new ones, it would be a grave error to reduce our planned savings for SP2023 on the back of over ambitious or unsustainable income targets that would build significant risk into future financial plans.

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Reserves Strategy

1. Introduction

- 1.1 The level and use of local authority reserves has been a regular media topic over a number of years and has recently entered the public eye in relation to the local government response to the pandemic and how this should be funded. MHCLG have stated that the use of reserves is an “appropriate way of helping to manage the impact of the pandemic on local government finance”, however this position does not take account of the potential for longer term spending pressures on council budgets as a result of the pandemic, or the historic underfunding of the sector which has impacted councils’ financial resilience.
- 1.2 The County Council has continually explained that reserves are held for many different purposes and that simply trying to bridge the requirement for long term recurring savings through the use of reserves only serves to use up those reserves very quickly (meaning that they are not available for any other purposes), and merely delays the point at which the recurring savings are required.
- 1.3 Almost half of respondents (48%) to the County Council’s 2021 public consultation ‘*Serving Hampshire – Balancing the Budget*’, agreed with the position that reserves should not be used to plug the budget gap, compared to 42% who disagreed. This figure has fallen in recent years, reflecting residents’ increasing concerns about the implications of further reductions to council services.
- 1.4 The Covid-19 pandemic has presented a practical test of the financial resilience and stability within the local government sector. Hampshire County Council took the early decision that the financial response to the pandemic should not compromise the existing Medium Term Financial Strategy and the requirement to continue to provide resources to address challenges that existed prior to Covid-19. The financial response package developed therefore took account of the reserves and other funding that could be applied to offset spending pressures resulting from the pandemic. This clearly demonstrated the value of the Council’s reserves and showed that the level of reserves held provides options and flexibility in addressing financial challenges which are not available to other authorities.
- 1.5 At the end of the 2020/21 financial year the total reserves held by the County Council together with the general fund balance stand at more than £754.8m, an increase of £111.7m on the previous year. The increase in reserves is largely due to:
- an increase in Schools Reserves of £28.6m, reflecting a reduction in day to day spending as a result of school closures throughout much of 2020/21 due to the pandemic.
 - the new requirement from 1 April 2020 to exclude the brought forward DSG deficit balance (£22.8m) and
 - an increase in Departmental Cost of Change Reserves of £55.2m, reflecting the 2020/21 underspend on service provision. This was principally due to additional financial support from NHS England and Hampshire CCG to

facilitate hospital discharge, reduced demand for social care, family support and transport services.

- 1.6 In line with the Medium Term Financial Strategy (MTFS), it also reflects the continued strategy of achieving savings early and then using those savings to fund the next phase of savings delivery. However, this increase in reserves was offset in part by a planned draw from the Budget Bridging Reserve (BBR), to enable the County Council to continue its financial strategy, and to allow delivery of the more complex changes to be achieved safely within the Transformation to 2021 (Tt2021) Programme over a longer time period.
- 1.7 This Appendix sets out in more detail what those reserves are for and outlines the strategy that the County Council has adopted.

2. Reserves Position 31 March 2021

- 2.1 Current earmarked reserves together with the General Fund Balance totalled £754.8m at the end of the 2020/21 financial year. The table overleaf summarises by purpose the total level of reserves and balances that the County Council holds and compares this to the position reported at the end of 2019/20.
- 2.2 The narrative beneath the table explains in more detail the purpose for which the reserves are held and in particular why the majority of these reserves cannot be used for other reasons.

	Balance 31/03/2020 £'000	Balance 31/03/2021 £'000	% of Total %
General Fund Balance	22,298	23,198	3.1
<u>Fully Committed to Existing Spend Programmes</u>			
Revenue Grants Unapplied	38,111	18,969	2.5
General Capital Reserve	112,357	148,963	19.7
Street Lighting Reserve	27,527	27,228	3.6
Public Health Reserve	5,480	5,758	0.8
Other Reserves	1,071	1,197	0.2
	184,546	202,115	26.8
<u>Departmental / Trading Reserves</u>			
Trading Accounts	6,725	8,800	1.2
Departmental Cost of Change Reserve	85,492	140,690	18.6
	92,217	149,490	19.8
<u>Risk Reserves</u>			
Insurance Reserve	40,955	39,589	5.2
Investment Risk Reserve	4,958	6,250	0.8
	45,913	45,839	6.1
<u>Corporate Reserves</u>			
Budget Bridging Reserve	78,509	68,170	9.0

	Balance 31/03/2020 £'000	Balance 31/03/2021 £'000	% of Total %
Invest to Save	22,290	17,215	2.3
Corporate Policy Reserve	6,852	7,300	1.0
Organisational Change Reserve	3,442	3,422	0.5
	111,093	96,107	12.7
HCC Earmarked Reserves	433,769	493,552	65.4
EM3 LEP Reserve	5,081	4,760	0.6
Schools' Reserves	38,109	66,667	8.8
Total Revenue Reserves & Balances	499,257	588,177	77.9
Total Capital Reserves & Balances	166,637	166,672	22.1
Total Reserves and Balances	665,894	754,849	100.0
DSG Deficit Reserve	(22,754)	(35,444)	
Net total	643,140	719,405	

General Fund Balance

- 2.3 The General Fund Balance is the only reserve that is in effect not earmarked for a specific purpose. It is set at a level recommended by the Chief Financial Officer (CFO) at around 2.5% of the net budget requirement and it represents a working balance of resources that could be used at very short notice in the event of a major financial issue.
- 2.4 The current balance stands at £23.2m which was 2.9% of net expenditure at the beginning of 2021/22; as projected in the budget setting report approved in February 2021, which is broadly in line with the current policy. This balance includes a planned annual contribution of £0.9m in 2020/21 to maintain the general fund balance as a proportion of net budget requirement, reflecting the increasing financial risk in cash terms as spending increases.

Fully Committed to Existing Spend Programmes

- 2.5 By far the biggest proportion of revenue reserves are those that are fully committed to existing spend programmes and more than £148.9m of this funding is required to meet commitments in the Capital Programme. These reserves really represent the extent to which resources, in the form of government grants or revenue contributions to capital, are received or generated in advance of the actual spend on the project.

- 2.6 These reserves increased significantly in recent years following a change to International Financial Reporting Standards which required unapplied government grants to be shown as earmarked reserves and due to the fact that significant revenue contributions were made to fund future capital investment using the surplus funds generated from the early achievement in savings (a deliberate strategy that is explained in more detail later in this Appendix).
- 2.7 Specifically, the Street Lighting Reserve represents the anticipated surplus generated by the financial model for this Public Finance Initiative scheme that is invested up front and then applied to the contract payments in future years, and the Public Health reserve represents the balance of the ring-fenced government grant carried forward for future public health expenditure. These reserves do not therefore represent 'spare' resources in any way and are being utilised as planned in the coming years, as evidenced by a budgeted net draw of £10.1m in 2021/22.

Departmental / Trading Reserves

- 2.8 Trading services within the County Council operate as semi-commercial organisations and as such they do not receive specific support from the County Council in respect of capital investment or annual pressures arising from spending or income fluctuations.
- 2.9 Given this position, any surpluses generated by the trading services are earmarked for their use to apply, for example, to equipment renewal, service expansion, service improvement, innovation and marketing. They are also used to smooth cash flows between years if deficits are suffered due to losses in customer base, and to provide the time and flexibility to generate new revenues to balance the bottom line in future years.
- 2.10 Departmental reserves are generated through underspends in annual revenue expenditure. Council policy was changed in 2010 to allow departments to retain all of their underspends in order to provide resources to:
- Meet potential overspends / pressures in future years without the need to call on corporate resources.
 - Manage cash flow funding issues between years where specific projects may have been started but not fully completed within one financial year.
 - Meet the cost of significant change programmes.
 - Meet the cost of standard redundancy and pension payments arising from the downsizing of the work force.
 - Invest in new technology and other service improvements, for example the IT enabling activity associated with the Tt2021 and SP2023 Programmes.
 - Undertake capital repairs or improvements to assets that are not funded through the existing Capital Programme where this is essential to maintain service provision or maximise income generation.
- 2.11 Utilising reserves in this way and allowing departments and trading areas to retain underspends or surpluses, encourages prudent financial management as managers are able to ensure that money can be re-invested in service provision without the need to look to the corporate centre to provide funding. This fosters

robust financial management across the County Council and is evidenced by the strong financial position that the County Council has maintained to date.

- 2.12 All departments will be utilising their reserves to fund the activity to deliver the Tt2021 Programme and to fully cash flow the later delivery of savings if needed. Additionally, AH&C, ETE and CCBS are expecting to invest a total of £11.2m over three years in SP2023 enabling projects.

Risk Reserves

- 2.13 The Council holds specific reserves to mitigate risks that it faces. The County Council self-insures against certain types of risks and the level of the Insurance Reserve is based on an independent valuation of past claims experience and the level and nature of current outstanding claims.
- 2.14 Each year the County Council sets aside an insurance provision to meet claims resulting from incidents that have occurred during the year, along with reserves to cover potential claims arising from incidents in that year but where the claims are received in the future.
- 2.15 Regular actuarial reviews on the overall insurance fund have provided assurance that the County Council has been setting aside appropriate levels of funding against future liabilities to date. However, the conclusions of the previous review were that there was a need to adopt a long term approach to increasing that fund going forward, and the intention was to regularly review the Insurance Reserve and to make year end contributions that move the County Council towards the level outlined in the latest actuarial assessment.
- 2.16 To begin this, in 2017/18 £6.25m was added to the Insurance Reserve resulting in a net increase of £5m after the provision for that year, totalling £1.25m, was set aside and in 2018/19 the provision reduced and there was a resulting net increase in the reserve of almost £10.3m. In 2019/20 the net increase in the Insurance Reserve was a further £5.1m, again due to changes in the provision required. Therefore, no further additions to the Insurance Reserve were made in 2019/20 or 2020/21.
- 2.17 The Investment Risk Reserve was established in 2014/15 to mitigate the slight additional risk associated with the revised approved investment strategy as a prudent response to targeting investments with higher returns. Following changes to the accounting treatment of some investments, it has been decided that we will make additional contributions to this reserve to achieve a reserve equal to 2.5% of the total higher yielding investment portfolio. This target reserve level was reached in 2020/21 when £1.29m was added to the Investment Risk Reserve, increasing the balance to £6.25m.

Corporate Reserves

- 2.18 The above paragraphs have explained that most reserves are set aside for specific purposes and are not available in general terms to support the revenue budget or for other purposes.
- 2.19 This leaves other available earmarked reserves that are under the control of the County Council and totalled more than £96.1m at the end of last financial year. Whilst it is true to say that these reserves could be used to reduce the immediate

requirement to make savings, the County Council has decided to take a more sophisticated long term approach to the use of these reserves, that brings many different benefits both directly and indirectly to the County Council and the residents of Hampshire. In addition, the availability of these reserves has been critical to the ability of the County Council to develop a financial response package to manage the impact of the pandemic, thereby avoiding the immediate financial issues facing some other local authorities. These reserves are broken down into four main areas:

- 2.20 **Budget Bridging Reserve (BBR)** – This reserve, previously named the Grant Equalisation Reserve (GER), was set up many years ago to deal with changes in government grant that often came about due to changes in distribution methodology that had an adverse impact on Hampshire compared to other parts of the country.
- 2.21 In 2010/11, the County Council recognised that significant reductions in local government spending were expected and built in contributions as part of the MTFS over the Comprehensive Spending Review (CSR) 2010 period from the GER to smooth the impact of the grant reductions.
- 2.22 It is clear that the fiscal restraint exercised by government over the past decade following the 2008 banking crisis is set to continue, given the record levels of government borrowing necessitated by the national response to the Covid pandemic. The council therefore expects to continue with its disciplined approach to budget planning which involves cash flowing successive savings programmes through carefully releasing targeted resources in advance of need. The BBR allows the council to operate on a two year cycle of delivering savings by providing resources to bridge the interim year, providing time for changes to be properly planned, developed and safely implemented.
- 2.23 The County Council therefore continues to take every opportunity to increase the reserve to be able to continue the sensible policy of smoothing the impact of funding changes and service and inflationary pressures without the need to make ‘knee jerk’ reactions to deliver a balanced budget
- 2.24 The net impact of the changes in the revenue account during 2020/21 mean that the BBR stands at just over £68m, which is in line with the financial strategy of supporting the revenue position as savings are developed and delivered on a two year cycle; or longer where appropriate. Provision is being made for draws in 2021/22 and 2022/23 in order to give the County Council the time and capacity to implement the Tt2021 and SP2023 Programmes and to cash flow the safe delivery of change.
- 2.25 Building the provision within the BBR will support the revenue position in future years, as set out in the MTFS, in order to give the County Council the time and capacity to implement the next phase of savings to take us to 2023/24.
- 2.26 It has been agreed that where possible, the County Council will continue to direct spare one-off funding into the BBR to maintain what is part of a successful strategy which has served it very well to date. Consequently, as part of budget setting in February, a number of additions totalling £8.1m were approved to begin to make provision for the period beyond 2021 to support the two year savings cycle and to provide cash flow support to the SP2023 Programme.

2.27 The table below summarises the forecast position for the BBR taking into account the requirement to balance the budget in 2022/23 and to provide corporate funding to cash flow the next stage of transformation:

	£'000
Balance at 31/03/2020	78,509
2020/21 Original Draw Planned	(28,400)
Contingency for Tt2019	15,100
Pension deficit saving & MRP Holiday	28,500
Addition Outturn 2020/21	5,560
Balance at 31/03/2021	68,169
Additions Approved February 2021	8,058
Pension deficit saving and pre-payments	36,000
Planned use:	
Cash Flow Tt2021	(32,000)
Interim Year 2022/23	(40,200)
Unallocated Balance	40,027

- 2.28 This will significantly deplete the BBR and therefore, where possible, the County Council must continue to direct spare one-off funding into the reserve as part of its overall longer term risk mitigation strategy.
- 2.29 It should be noted that this position does not include the financial impacts of the pandemic as the County Council's approved strategy is to treat these as a separate one-off event in order to maintain a provision to support future savings programmes.
- 2.30 **Invest to Save** – This reserve is earmarked to provide funding to help transform services to make further revenue savings in the future. Rather than just prop up the budget on a short term basis, the County Council feels it is a far more sensible policy to use available reserves to generate efficiencies and improve services over the longer term, by re-designing services and investing in technology and other solutions that make services more modern and efficient.
- 2.31 **Corporate Policy Reserve** – This small reserve is available to fund new budget initiatives that are agreed as part of the overall budget. It offers the opportunity to introduce specific service initiatives that might not have otherwise gained funding and are designed to have a high impact on service users or locations where they are applied.
- 2.32 **Organisational Change Reserve** – The County Council is one of the largest employers in Hampshire and inevitably, due to rapidly increasing demand and inflationary pressures continuing to outstrip available funding, there is an impact on the numbers of staff employed in the future.
- 2.33 The County Council, as a good employer, has attempted to manage the reduction in staff numbers as sensitively and openly as possible and introduced an enhanced voluntary redundancy scheme back in 2011. The scheme offered an enhanced redundancy rate for people who elected to take voluntary

redundancy. This has been a highly successful way of managing the reductions in staff numbers, whilst maintaining morale within the rest of the workforce who are not required to go through the stress and uncertainty of facing compulsory redundancy and since the scheme was introduced, voluntary redundancies account for the vast majority of the total number of staff that have left the organisation because of specific restructures and service re-design.

- 2.34 A scheme is in place, albeit adapted since first introduced, to enable the continued reduction and transformation of the workforce required to deliver the significant savings needed in the medium term with the aim of minimising compulsory redundancies.
- 2.35 Departments are still responsible for meeting the 'standard' element of any redundancy package, but the Organisational Change Reserve was put in place to meet the 'enhanced' element of the payment. The reserve has been reviewed in the context of the new scheme and the requirement for future organisational change and this will be revisited periodically in line with the implementation of the Authority's change programmes and the consequent requirement for future organisational change.
- 2.36 This reserve also funds aspects of management development approved under the Workforce Development Strategy to support a range of middle and senior management developmental work which has been critical to the delivery of transformation and has also been a key factor in HCC's ability to recruit and retain the best senior staff.
- 2.37 It should be highlighted that the total 'Corporate Reserves' outlined above account for approximately 12.7% of the total reserves and balances that the County Council held at the end of the 2020/21 financial year, and these have largely been set aside as part of a longer term strategy for dealing with the significant financial challenges that have been imposed on the County Council; including a £28m net reduction in the BBR to 2022/23 as set out in section 2.27. The BBR is in reality fully committed to balancing the budget over the medium term, as well as providing crucial cashflow support as part of the Covid-19 response package.
- 2.38 The reserves detailed above represent the total revenue reserves of the County Council and amount to £493.6m as shown in the table on second page of this Appendix. In addition, the County Council is required to show other reserves as part of its accounts which are outlined below.

Enterprise M3 Local Enterprise Partnership (EM3 LEP) Reserve

- 2.39 The County Council is the accountable body for the funding of the EM3 LEP and has therefore included the EM3 LEP's income, expenditure, assets and liabilities, (including reserves) in its accounts. Prior to 2015/16 the County Council did not include transactions relating to the EM3 LEP in its accounts.
- 2.40 The County Council does not control the level or use of the EM3 LEP Reserve.

Schools' Reserves

- 2.41 Schools' reserves accounted for £66.7m or 8.8% of total reserves and balances at the end of the 2020/21 financial year. Schools have seen their reserves

increase significantly during the pandemic due to a number of factors including the deferral or avoidance of costs due to lockdown measures.

- 2.42 These reserves must be reported as part of the County Council's accounts, but since funds are delegated to schools, any surplus is retained by them for future use by the individual schools concerned. Similarly, schools are responsible for any deficits in their budgets and they maintain reserves in a similar way to the County Council to smooth fluctuations in cash flow over several years.
- 2.43 The County Council has no control at all over the level or use of schools' reserves.

Dedicated Schools Grant (DSG) Deficit Reserve

- 2.44 Schools are facing increasing financial pressure, in particular relating to higher needs for children with special educational needs and or disabilities (SEND), both at an individual school level and within the overall schools' budget. These pressures are outside the County Council's core budgets, but the Council retains an active role and interest as the local education authority. In 2020/21 the overall position was once again balanced through the use of the Dedicated Schools Grants (DSG) Reserves, as permitted by the Department for Education (DfE).
- 2.45 The resulting DSG deficit of over £35.4m (up from £22.8m last year) is ringfenced, with the carried forward balance being met from future years' DSG funding; the view of Government and the sector being that this should not place a pressure on resources required by other essential services funded from the Council's General Fund. Therefore, whilst this sum sits as a 'negative reserve' on the County Council's balance sheet, it in effect represents an overdraft for schools which they (and the Government) will need to address over the longer term.
- 2.46 A DSG Deficit Recovery Plan was produced in 2019/20, at the request of the DfE, and the local authority continues to develop this and implement strategies to reduce the pressure on the High Needs Block. The overall cumulative deficit in the DSG Deficit Reserve (which has been included within overall schools' reserves for presentational purposes since 2018/19) is expected to reach almost £50m by the end of 2021/22.

Capital Reserves

- 2.47 The Capital Grants Unapplied Reserve holds capital grants that have been received in advance of the matched spending being incurred. They are not available for revenue purposes.
- 2.48 A sum of £166.7m was held within capital reserves and balances at the end of the 2020/21 financial year, although almost £22.5m of this relates to the EM3 LEP which is included in the annual accounts, as the Council is the Accountable Body. The EM3 LEP pursues a deliberate strategy to increase unapplied capital grants where possible to ensure that major projects are approved based on the outcomes they will deliver rather than the speed at which funding provided by the Government can be spent.

3. Reserves Strategy

- 3.1 The County Council's approach to reserves has been applauded in the past by the Government and the External Auditors as a sensible, prudent approach as part of a wider MTFs. This has enabled the County Council to make savings and changes in service delivery in a planned and controlled way rather than having to make urgent unplanned decisions in order to reduce expenditure.
- 3.2 This approach is well recognised across local government and a previous article in the Municipal Journal by the Director of Local Government at the Chartered Institute of Public Finance and Accountancy stated
- “What reserves do allow authorities to do is to take a more medium term view of savings and expenditure and make decisions that give the best value for money. This is better than having to make unnecessary cost reductions in the short term because they do not have the money or funding cushion to allow for real transformation in the way they provide services.”*
- 3.3 The funding environment in which local authorities operate will continue to remain challenging due to ongoing spending pressures from the pandemic, increasing demand for services and the need for a further period of fiscal restraint to manage down government debt accrued during the pandemic. Reserves will therefore continue to play a vital role in smoothing the impact of changes to finance settlements and enable time for the planning and careful implementation of savings.
- 3.4 The County Council's strategy for reserves is well established and operates effectively based on a cyclical pattern as follows:
- Planning ahead of time and implementing efficiencies and changes in advance of need.
 - Generating surplus funds in the early part of savings programmes.
 - Using these resources to fund investment and transformation in order to achieve the next phase of change.
- 3.5 This cycle has been clearly evident throughout the past decade, with surplus funds generated in advance of need as part of budget setting and then supplemented by further resources released in the year. Achievement in advance of need within departments and efficiencies in contingency amounts due to the successful implementation of change has meant that the Council has been able to provide material funding including the following:
- Departmental reserves to pay for the cost of change associated with their own transformation programmes and to manage service pressures.
 - Funding within the Invest to Save Reserve to support IT enabling projects underpinning delivery of the Tt2019 and Tt2021 Programmes.
 - Additional funds to help smooth the impact of grant changes, and safely manage the implementation of change, giving the County Council maximum flexibility in future budget setting processes.
- 3.6 It is recognised that each successive savings programme is becoming more difficult to deliver and the challenges associated with the Tt2019 and Tt2021 Programmes, which have been exacerbated as a result of the pandemic, are well

- known. The MTFs has made clear that deliver will extend beyond two years and provisions have been made to ensure one-off funding is available both corporately and within departments to enable the programmes to be safely delivered. Taking longer to deliver service changes, rather than being driven to deliver within the two year financial target, requires careful use of reserves as part of our overall financial strategy to provide departments with the time and capacity to properly implement savings and also to provide resources to invest in enabling measures. This further emphasises the value of our Reserves Strategy.
- 3.7 The County Council is still in the position of having no visibility of its financial prospects beyond 2022, which clearly makes any accurate financial planning difficult to achieve. The Fair Funding Review and increased local retention of business rates, which were due to be introduced next year, have been set back further due to the pandemic. There also remain significant uncertainties as to the latent impacts of the pandemic on demand-led services, particularly Children's Social Care, where the Council is beginning to see an increase in caseloads following the ending of lockdown restrictions.
- 3.8 This increases the potential necessity to use reserves to alleviate the ongoing financial pressures in the coming years and we will continue to review all reserves on an ongoing basis to ensure that there is sufficient financial capacity to cope with the challenges ahead.
- 3.9 In addition, while the overall level of reserves currently exceeds £0.7bn, it is also important to consider the level of the available resources in the context of the scale and scope of the County Council's operations. It is a stark fact that when expressed in terms of the number of days that usable reserves would sustain the authority for it would be around 14. This highlights once again that reserves offer no long term solution to the financial challenges we face. Correctly used however, they do provide the time and capacity to properly plan, manage and implement change programmes as the County Council has demonstrated for many years now.

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COUNCIL MEETING, 4 NOVEMBER 2021

REPORT OF THE
Cabinet
PART I

AMENDMENT TO CONSTITUTION, CONTRACT STANDING ORDERS AND FINANCIAL REGULATIONS

1 REVIEW OF KEY DECISION THRESHOLD

- 1.1 By virtue of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 a Key Decision is an Executive Decision which is likely –
- (a) to result in the County Council incurring expenditure which is, or the making of savings which are, significant having regard to the County Council's budget for the service or function to which the decision relates: **or**
 - (b) to be significant in terms of its effects on communities living or working in an area comprising two or more electoral divisions in the County Council's administrative area.

So far as the financial threshold at (a) goes, the figure is a matter for a local authority to determine in its Constitution. The current figure of £1 million was determined by the County Council in 2007. So far as (b) (the second 'limb' of what constitutes a Key Decision goes) such decisions are always 'Key', whatever the financial value of the decision.

- 1.2 At its meeting on 12 October 2021, Cabinet considered whether the financial threshold as to when a decision constitutes a Key Decision should be reviewed and agreed a recommendation to full Council that for reasons of business efficiency, as outlined in the Cabinet report, the current financial threshold for a Key Decision of £1 million be increased to £2 million.

2. REVIEW OF CONTRACT STANDING ORDERS (CSO's)

- 2.1 Cabinet also considered a number of proposed amendments to Contract Standing Orders, relating to Single Tender Approvals (STAs), authority levels, purchasing/tendering procedures and thresholds as outlined in the Cabinet report, again aimed at increasing business efficiency, and agreed a recommendation to full Council that Contract Standing Orders be amended as per the suggested revisions to CSO's referred to in the Cabinet report and set out at Appendix 1 to the Cabinet report.

3. REVIEW OF FINANCIAL REGULATIONS – FINANCIAL THRESHOLDS CAPITAL PROGRAMME APPROVALS

- 3.1 Lastly, Cabinet considered a proposal outlined in the Cabinet report regarding an increase in approval limits for capital spend as set out with Financial Regulations and agreed a recommendation to full Council that Financial Regulations be amended as proposed at Paragraph 22 in the Cabinet report. A copy of Financial Regulations is attached as at Appendix 2 to the Cabinet report for ease of reference.

The full report to Cabinet can be found at the following link and is attached as an Annex to this report.

RECOMMENDATIONS

That the County Council:

- a) Agree an increase of the current financial threshold for a Key Decision (£1 million) to £2 million.
- b) Agree the revised approvals required in the case of STAs, authority levels and purchasing / tendering procedures and thresholds as proposed at Paragraphs 15 - 21 of the Cabinet report, and consequential revisions to Contract Standing Orders as indicated at Appendix 1 of the Cabinet report
- c) Agree the increases in the approval limits relating to Capital Expenditure contained in Financial Regulations as proposed at Paragraph 22 of the Cabinet report.
- d) Delegates authority to the Monitoring Officer to amend the Constitution, Contract Standing Orders and Financial Regulations, to give effect to the recommendations at (a), (b) and (c) of this report.

HAMPSHIRE COUNTY COUNCIL

Report

Decision Maker	Cabinet
Date:	12 October 2021
Title:	Proposals Regarding Business Efficiency & Review of Financial Thresholds
Report From:	Chief Executive

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Purpose of this Report

1. The purpose of this report is to propose to Cabinet an increase of the current financial threshold for a Key Decision (£1 million) to £2 million.
2. This report also outlines to Cabinet the procedure set out in Contract Standing Orders (CSOs) in respect of Single Tender Approvals (STAs), and suggests changes to CSO 9 and CSO 12 relating to operational responsibility for the approval of STA's in the case of routine contracts.
3. In addition, this report suggests a number of changes to CSOs 6, 7, 8 and 10, and a consequential change to CSO 11 regarding purchasing / tendering procedures relating to contracts below UK thresholds. A track changed copy of existing CSOs indicating the proposed amendments is attached at Appendix 1.
4. Lastly, this report sets out to Cabinet the present procedure in Financial Regulations regarding capital expenditure, and recommends increases in the limits in the interests of business efficiency.

Recommendation(s)

That Cabinet recommend to full Council:

5. An increase of the current financial threshold for a Key Decision (£1 million) to £2 million.
6. The revised approvals required in the case of STAs, authority levels and purchasing / tendering procedures and thresholds as proposed at Paragraphs 15 - 21 of this report, and consequential revisions to Contract Standing Orders as indicated at Appendix 1.
7. Increases in the approval limits relating to Capital Expenditure contained in Financial Regulations as proposed at Paragraph 22 of this report.
8. Agree the submission to full Council on Cabinet on 4 November 2021 for approval to make the necessary changes to the Constitution, Contract Standing Orders, and Financial Regulations, in order to give effect to the recommendations proposed at Paragraphs 5, 6 and 7 of this report.

9. **Review of Key Decision Threshold**

10. The Constitution defines a Key Decision as an Executive decision which is likely:

“to result in the County Council incurring expenditure which is, or making savings which are, significant in terms of the County Council’s budget for the service or function to which the decision relates (the County Council has presently set a financial limit of £1,000,000); or

to be significant in terms of its effects on communities living or working in an area comprising two or more electoral divisions in the County Council’s administrative area”

11. As indicated above, the financial threshold as to when a decision becomes ‘Key’ is currently set at £1 million. This figure is not however a legal requirement and is determined by the County Council - the Regulations simply require that the figure be ‘significant in terms of the County Council’s budget for the service or function to which the decision relates’. By way of background the amount was originally set at £500K in 2001 on the introduction of Executive Arrangements and was last reviewed in 2007, when it was increased to the current figure of £1 million. Clearly what was significant in 2007 in terms of the County Council’s budget for a service area or function is not the same fourteen years later in 2021.
12. It is therefore proposed that the financial threshold for a Key Decision be increased to £2 million. This would mean that decisions under this threshold currently classed as a Key Decision would no longer be ‘Key’ unless of course the second criteria for a Key Decision applied (‘significant in terms of its effects on communities living or working in an area or two or more electoral divisions in the County Council’s administrative area’) - such decisions would remain ‘Key’ whatever the financial threshold.

13. The business benefit of the proposal to raise the financial threshold for a Key Decision would be that the statutory 28-day notification processes specific to Key Decisions would no longer apply to those decisions previously 'Key' but no longer 'Key' purely in financial terms. It is considered that the reduced statutory notifications and consequential shorter lead-in timescales would achieve a streamlining of business processes, more agile decision making (particularly around 'business as usual' matters, for example repeat decisions where it may simply be the cumulative spend which takes the decision over the 'Key' threshold), and overall efficiencies arising out of a reduction in administrative requirements around the process. Given the pressures on the County Council coming down the track as a result of the Covid-19 crisis, it is considered that it is now the right time to review the financial threshold, and thereby 'bank' the potential efficiencies.
14. Should Cabinet be in favour of increasing the financial threshold for a Key Decision, the change would need the approval of the full Council by way of amendment to Executive Procedures in the Constitution.
- 15. Review of Contract Standing Orders (CSOs)**
- 15.1. A number of business efficiencies are proposed as follows. The proposed changes to CSO's are indicated at Appendix 1.
- 16. Contract Standing Order 6 – procedure regarding publication of notices**
- 16.1. The proposed amendment to CSO 6.3 is to make explicit a pre-existing legal requirement.
- 17. Contract Standing Order 7 – review of upper limit value (presently £100K)**
- 17.1. Presently CSO 7 provides that in cases where the estimated value of a contract is less than £100K and a suitable Framework Agreement is available, then the Framework Agreement shall be used. In cases where no suitable Framework is available then three written quotations are required, save in any case where the estimated value of the contract is £1K, in which case only one written quotation is required.
- 17.2. It is suggested that a more appropriate upper limit in CSO 7 is £189,000. The revised upper limit reflects a risk based approach as £189,000 is the threshold where the Procurement Regulations begin to apply and in consequence contracts under £189,000 can be regarded as lower risk. In addition, it is suggested that in cases where no suitable Framework Agreement is in place the requirement to obtain three quotes be amended so that instead the requirement is to *request* three quotes in cases where obtaining three quotes proves not reasonably practicable. The reason for this is that experience shows that not all suppliers respond, and therefore it is not always possible to obtain three quotes in a timely manner. Appropriate guidance regarding this will be included in the Procurement Best Practice Guide.

18. Contract Standing Order 8 – review of upper limit value (presently £100K or greater but less than the relevant threshold)

- 18.1. Consequential upon the amendment proposed at paragraph 17 above, should Cabinet be in favour of the proposal, it is proposed that the lower limit at CSO 8 is amended to £189K to cover any gaps between the new limit and the relevant threshold.

19. Contract Standing Orders 9 and 12 - Single Tender Approvals

- 19.1. Contained within Standing Orders at CSO 9 and CSO 12 is specific provision for approval of STAs (Single Tender Approvals). In practice, STAs are required where a contract is awarded directly to a provider without competition. STAs cover 3 scenarios depending on the value of the contract.
- 19.2. Firstly, where the contract value is below the threshold for contracts caught by the Public Contract Regulations the STA would require a waiver of contract standing orders (CSO 12). CSO 12 also provides for other technical waivers of CSO's for example publication of notices.
- 19.3. CSO 12.1 sets out who has current responsibility for approving any waiver and is set out below for ease of reference.

“Where the estimated value of the Contract is less than £100,000, the Chief Officer within whose Area of Responsibility the Contract falls

Where the estimated value of the Contract is £100,000 or greater but less than £1m, the Head of Law and Governance and Monitoring Officer

Where the estimated value of the Contract is £1m or greater, the Executive or, in respect of Non-Executive matters, the Committee with delegated responsibility for the relevant service area”

- 19.4. Where the contract value falls at or above the threshold for contracts caught by the Public Contract Regulations, the STA requires approval of the use of the negotiated procedure without prior notice to award a contract.
- 19.5. Where the contract value falls at or above the threshold for contracts caught by the Public Contract Regulations and involves a proposed modification which has not been provided for in clear, precise and unequivocal review clauses within the contract the STA requires approval of the proposed modification.
- 19.6. CSO's 9.3, 9.4 and 9.5 set out who has current responsibility for approving the use of the negotiated procedure and proposed modifications. Currently responsibility rests with the Head of Law and

Governance and Monitoring Officer where the value of the contract is less than £1million, and with the Executive or (in the case of Non-Executive matters, the Committee with delegated responsibility for the relevant service area), where the value of the contract is £1 million or greater.

- 19.7. In relation to modifications it is sometimes the case that only a small additional amount 'pushes' a contract over £1 million which under CSO 9.5 would require approval by the relevant Executive Member.
- 19.8. It is proposed that the authority 'levels' set out at Contract Standing Orders 9.3, 9.4, 9.5 and 12.1 be amended so that STAs are aligned with decision making in relation to spend.
- 19.9. In this regard it is proposed that the lower limit of £100,000 for Chief Officer STA approvals without requiring consultation with the Head of Law and Governance and Monitoring Officer be amended to include values up to £189,000, as this would more closely mirror (but remain below) threshold levels in the UK Regulations.
- 19.10. In cases where the contract value is £189,000 or above and the decision relates to a non-strategic or policy decision, it is proposed that authority for the STA rest with the relevant Chief Officer in consultation with the Head of Law and Governance and Monitoring Officer. The present STA governance process would not change ensuring that Chief Officers would still be in possession of the appropriate legal and procurement advice in writing to inform their decision making. This would remove the 'additional step' of seeking Executive Member approval in the case of STAs for routine contracts with a value of £1million or greater and thus reflect the County Council's need for more agility in this area, while retaining appropriate governance arrangements. Should Cabinet be in favour of this it is proposed that STA approvals remain at Chief Officer or nominated Deputy Chief Officer level for the relevant service area (i.e. be non-delegable other than to a Deputy Chief Officer).
- 19.11. Where an STA relates to a decision on a strategic or policy level (which decisions under the Constitution are required to be made by Members), then the relevant Executive Member/Committee would continue to be required to provide the approval to the STA.

20. Contract Standing Order 10 – Receipt and opening of tenders

- 20.1. Addition of the wording 'independent of the procurement process' is proposed to make it clear that due regard is being paid to segregation of duties. Further, it is proposed CSO 10.2 is deleted as certification of training is no longer required due to the tender process being electronic.

21. Contract Standing Order 11 – Evaluation of Tenders and Award of Contract

- 21.1. Amendment to CSO 11 is proposed to amend the threshold for Chief Officers to sign and award contracts from £100,000 to £189,000 on the basis that contracts below £189,000 represent a lower risk to the County Council.
- 21.2. The proposed amendment to CSO11 continues to provides that where a contract is estimated in value over £189,000, or is of an unusual or complex nature, the Monitoring Officer should be consulted to produce a suitable set of conditions of contract.

22. Capital Expenditure

- 22.1. Requirements relating to the management of the Capital Programme are set out in Financial Regulations, a copy of which is attached at Appendix 2 for ease of reference. Regulation 2.27 which is reproduced below sets out specific approvals to spend required in the case of both additions to the capital programme, virements and variations.

Capital Programme Management

2.27 Management of changes to the Capital Programme are defined in the following table:

Additions : Existing or new schemes *			Approval to Spend	Virements and Variations *
100% funded by external sources	Funded by existing departmental revenue or capital sources	Funded by corporate resources including borrowing	If scheme is defined in capital programme and within approved cash limit	Variations across a programme of works within an overall scheme or virements up to £250,000
Any sum Approved by Chief Officer in consultation with Executive Member	Up to £250,000 (£500,000) Approved by Chief Officer in consultation with Executive Member		Up to £250,000 (£500,000) Approved by Chief Officer in consultation with Executive Member	(£500,000) can be approved by the Chief Officer in consultation with the Executive Member
	Up to £500,000 (£1 million) Approved by Executive Member		Over £250,000 (£500,000) Approved by Executive Member	Single variations over £250,000 (£500,000) Approved by Executive Member
	Over £500,000 (£1 million) Approved by Cabinet	Up to £5 million Approved by Cabinet	If not defined in the capital programme and not within cash limit	Single variations over £500,000 (£1 million) Approved by Cabinet

			Executive Member for P&R approval required	
	Over £2 million Approved by County Council	Over £5 million Approved by County Council		Single variations over £2 million Approved by County Council

For all decisions within the above table consultation with the Chief Financial Officer or their representative is required.

- * *If the addition or virements is not in line with current approved council policies and strategies, the decision must be made by County Council regardless of value.*

22.2. Financial Regulation 2.27 is self-explanatory. Similar to the financial threshold for a Key Decision, financial thresholds regarding Capital approvals have not been reviewed for some time, in this case not since 2015. It is considered for reasons of business efficiency given the scale of the County Council's Capital Programme, an increase to the limit of capital spend that Chief Officers, and similarly individual Executive Members / Cabinet, is appropriate. It is suggested that approval limits for Chief Officers and Executive Members are increased as shown in brackets in red in the table above. It should however be noted that similarly to any change to the financial threshold for a Key Decision and changes to Contract Standing Orders, any changes to Capital approval limits at Regulation 2.27 requires both the approval of approval of Cabinet and full Council.

23. Timelines / next steps

- 23.1. Should Cabinet be in favour of the recommendations in this report, then it is proposed to take a Part I report to full Council 4 November 2021, seeking authority for the necessary changes to be made to the Constitution, Contract Standing Orders and Financial Regulations.

24. Conclusion

- 24.1. Cabinet are asked to agree the Recommendations contained at paragraphs 5 – 8.

REQUIRED CORPORATE AND LEGAL INFORMATION:

Links to the Strategic Plan

This proposal does not link to the Strategic Plan but, nevertheless, requires a decision in order for amendment to be made to the Constitution, Contract Standing Orders and Financial Regulations.

Section 100 D - Local Government Act 1972 - background documents

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

Document

Location

None

EQUALITIES IMPACT ASSESSMENT:

1. Equality Duty

The County Council has a duty under Section 149 of the Equality Act 2010 ('the Act') to have due regard in the exercise of its functions to the need to:

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited by or under the Act with regard to the protected characteristics as set out in section 4 of the Act (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation);
- Advance equality of opportunity between persons who share a relevant protected characteristic within section 149(7) of the Act (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic within section 149(7) of the Act (see above) and persons who do not share it.

Due regard in this context involves having due regard in particular to:

- The need to remove or minimise disadvantages suffered by persons sharing a relevant protected characteristic that are connected to that characteristic;
- Take steps to meet the needs of persons sharing a relevant protected characteristic that are different from the needs of persons who do not share it;
- Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

2. Equalities Impact Assessment:

It is considered that this report will have no adverse impact or cause no disadvantage to groups with protected characteristics.

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Part 3 Chapter 6

Contract Standing Orders

1. Interpretation
2. Status of, and Compliance with, Contract Standing Orders
3. Approval to spend
4. Contract Value and Aggregation
5. Framework Agreements and Suitability of Contractors
6. Publication of Notices
7. Purchasing Procedures for Contracts of a Value less than ~~£100,000~~ £189,000
8. Tendering Procedures for Contracts of a Value of ~~£100,000~~ £189,000 or greater but less than relevant Threshold
9. Tendering Procedures for Contracts Above Thresholds
10. Receipt and Opening of Tenders
11. Evaluation of Tenders and Award of Contract
12. Waiver of Contract Standing Orders

Contract Standing Order 1: Interpretation

1.1 In these Contract Standing Orders, the following terms have the following meanings:

“Advance Works Order” means an advance works order issued under CSO 11.10

“Area of Responsibility” means the function and area of responsibility for a Chief Officer as detailed in Part 1, Chapter 13, Paragraph 1.2, and Part 2, Chapter 4 of the County Council’s Constitution

“Chief Officer” means any of the posts identified at Part 1 Chapter 13, Paragraph 1.2 of the County Council’s Constitution

“Contract” means

(i) any agreement for the supply of goods, services, or the execution of works to or for the Council including the use of consultants;

(ii) any Framework Agreement; or

(iii) any agreement where no payment is made by the County Council but which is of financial value to the Contractor (e.g. a catering concession)

but does not include (without exception)

(iv) an employment contract: or

(v) a Grant Agreement

"Contract Lead Officer" means a County Council officer nominated to deal with Contracts in accordance with CSO 3.3

“Contractor” means the party or potential party to a Contract

“Contracts Finder” means a web-based portal provided for the purposes of the UK Regulations by or on behalf of the Cabinet Office

“County Council” means Hampshire County Council

“CSO”/ “CSOs” means Contract Standing Order/ Contract Standing Orders

“Thresholds” means the thresholds for public advertisement of goods, works and services contracts as provided for in the UK Regulations and advised by the Government

“Evaluation Report” means a report on the evaluation of tenders prepared under CSO 11

“Framework Agreement” means an agreement between one or more contracting authorities (bodies governed by public law) and one or more Contractors as defined in CSO 5.1

“Grant Agreement” means an agreement giving financial assistance to an individual or organisation with no supply of goods or services, or execution of works, in return

“Procurement Network” means a formal group of officers of the County Council representing all departments and procurement teams whose main purpose is to provide leadership on procurement matters for the County Council

“Senior Officer” means a County Council officer on Grade H or above

“UK e-notification service” are as defined in the UK Regulations

“UK Regulations” means the Public Contracts Regulations 2015 as amended from time to time

“works” “supplies” & “services” are as defined in the UK Regulations

Contract Standing Order 2: Status of, and Compliance with, Contract Standing Orders

- 2.1 By law, the County Council is required to make standing orders with respect to contracts for the supply of goods or services or for the execution of works which provide for securing competition and regulation of the manner in which tenders are invited.
- 2.2 The County Council is a contracting authority for the purposes of the UK Regulations, and is thereby legally bound to comply with certain practices and procedures in the award of Contracts.
- 2.3 The County Council has therefore adopted these Contract Standing Orders (CSOs), setting set out the procedures that must be followed in relation to the procurement and award of a Contract. CSOs provide a framework to ensure that the County Council uses its resources efficiently in making purchasing decisions to obtain best value in public services. CSOs also provide a means of safeguarding the reputation of the County Council and its staff from any implication of dishonesty or corruption.
- 2.4 The Chief Financial Officer and Head of Law and Governance and Monitoring Officer are the joint custodians of these CSOs and are responsible for keeping them under review. This includes giving advice on their implementation and interpretation.
- 2.5 Every Contract made by the County Council or on its behalf (irrespective of the source of funding) shall comply with the UK Regulations and all other domestic legal requirements, CSOs and Financial Regulations. In the event that there is any conflict or inconsistency between the provisions of CSOs and any legal requirement, the legal requirement shall apply.
- 2.6 The UK Regulation-based principles, including nondiscrimination, equal treatment, transparency and proportionality, apply generally in the award of public contracts – including those of a value below the Thresholds. Care must be taken at all times to ensure that nothing is done which is discriminatory, improper or which distorts competition.
- 2.7 It is the role of the Director of Corporate Operations / Chief Financial Officer to publish the [Corporate Procurement Strategy](#) and to maintain a Procurement Network on behalf of the County Council.
- 2.8 These CSOs are supplemented by the Procurement Best Practice Guide maintained by the Director of Corporate Operations / Chief Financial Officer. In the event that there is any conflict or inconsistency between the provisions of the Procurement Best Practice Guide and CSOs, CSOs shall apply.
- 2.9 These CSOs supplement the Officers' Code of Conduct and a failure to

comply will normally be regarded as a disciplinary offence. Where a person who is not a County Council employee is contracted to a position where they are authorised to carry out purchasing functions, it is a condition of their contract that they comply with CSOs.

- 2.10 These CSOs shall always be interpreted and applied in a way that supports the achievement of the County Council's identified business objectives, within relevant legal frameworks.
- 2.11 Any contracts procured and awarded by way of collaboration with other public bodies where a competitive process has been followed that complies with the equivalent of these CSOs of the leading organisation will be deemed to comply with these CSOs and no waiver in accordance with CSO 12 will be required.

Contract Standing Order 3: Approval to spend

- 3.1 The procurement of a Contract (not including a Framework Agreement) is subject to the approval of the relevant decision maker who has the authority to give approval for the relevant expenditure under the Constitution. The giving of approval is subject to the expenditure involved having been included in approved estimates and sufficient budgetary provision having been made in the County Council's capital programme or revenue budget.
- 3.2 In estimating the value of the Contract, the principles of CSO 4 shall be applied
- 3.3 In all cases, the Chief Officer within whose Area of Responsibility the Contract falls shall designate a Senior Officer as Contract Lead Officer for the Contract. It shall be the responsibility of the Contract Lead Officer to ensure that the processes followed in relation to the procurement and award of the Contract are compliant with these CSOs.

Contract Standing Order 4: Contract Value and Aggregation

- 4.1 The estimated value of a Contract shall be the total value of the Contract net of VAT. This is the total consideration estimated to be payable over the full term of the Contract by the County Council to the Contractor which shall include any option to extend the term under the contract. Where the Contract is one where no payment is made by the Council (e.g. a concession) a best estimate of the financial value to the Contractor shall be ascertained.
- 4.2 Where the Contract period is indefinite or uncertain, the estimated value shall be calculated on the basis that the Contract will be for a period of four years.
- 4.3 The estimated value of a Framework Agreement is the total value of all the Contracts which could be entered into by the County Council and other contracting authorities, further to that Framework Agreement.
- 4.4 Purchases of the same or similar goods or services must be aggregated wherever practicable. Contracts must not be artificially separated so as to circumvent the application of any part of CSOs or the UK Regulations.
- 4.5 Contracts which are each of a value below the relevant Threshold may nevertheless be subject to full UK Regulations tendering requirements, where they constitute a series of related or repeat purchases. Advice should be sought where this is the case, in order that the relevant procurement route can be adopted.

Contract Standing Order 5: Framework Agreements and Suitability of Contractors

- 5.1 A Framework Agreement is an agreement between one or more contracting authorities (bodies governed by public law) and one or more Contractors, the purpose of which is to establish the terms governing contracts to be awarded during a given period, in particular with regard to price and, where appropriate, the quantity envisaged. Framework Agreements may be established by the County Council, or by other public bodies, or public sector buying consortia, as arrangements through which the County Council, along with other public bodies, may make specific purchases.
- 5.2 Where appropriate a Framework Agreement that has been approved as suitable by the Director of Corporate Operations / Chief Financial Officer should be used for the making of the proposed purchase. A suitable Framework Agreement shall be appropriate for the specific requirement and procured in compliance with the UK Regulations, and the terms and conditions applicable shall meet the minimum requirements of the County Council.
- 5.3 Provisions contained in the UK Regulations which govern Framework Agreements must be complied with when concluding a Framework Agreement or awarding a contract based on a Framework Agreement.
- 5.4 In all cases where a Contract is awarded under these CSOs, a Contractor can only be appointed who, as a minimum:
 - a) meets the County Council's insurance requirements for the Contract (in respect of public liability, product, professional indemnity and/or employer's liability as appropriate, based on an assessment of risk for the Contract)
 - b) is registered for tax and holds a valid certificate (where appropriate)

Contract Standing Order 6: Publication of Notices

- 6.1 In all cases where, by virtue of these CSOs or by UK Regulations, a public notice is required, it shall be placed on the corporate tendering opportunities portal on Hantsweb and on Contracts Finder.
- 6.2 Where the estimated total value of a proposed Contract is ~~£400,000~~ £189,000 or above, the notice shall additionally be placed in at least one relevant local publication and/or journal circulating among Contractors who undertake Contracts of that nature. However, this is not required where the relevant Chief Officer is satisfied that to do so would not be value for money.
- 6.3 Where the value of the contract is £25,000 or greater, or a Framework / Dynamic Purchasing System (DPS) call-off contract at any value, the information regarding the Contract award is required to be placed on Contracts Finder.
- 6.4 Where the value of the Contract exceeds the relevant Threshold, the Contract notice and Contract award notice shall also be placed in the UK e-notification service in accordance with the UK Regulations.

Contract Standing Order 7: Purchasing Procedures for Contracts of a Value less than £~~100,000~~189,000

- 7.1 Where the estimated value of the Contract, calculated in accordance with CSO 4, is less than £~~100,000~~189,000 and there is a suitable Framework Agreement approved by the Director of Corporate Operations / Chief Financial Officer under CSO 5.2, that Framework Agreement shall be used.
- 7.2 Where no suitable Framework Agreement is available, and the estimated value of the Contract, calculated in accordance with CSO 4, is less than £1,000, then one written quotation should be obtained.
- 7.3 Where no suitable Framework Agreement is available, and the estimated value of the Contract, calculated in accordance with CSO 4, is £1,000 or greater and less than £~~100,000~~189,000 three written quotations should be ~~requested~~ ~~obtained~~ against the same written request for quotation in accordance with the procedure set out in the Procurement Best Practice Guide. Where it proves not reasonably practicable to obtain three quotations, then provided three written quotations have been requested in accordance with the procedure set out in the Procurement Best Practice Guide a contract may be awarded.
- 7.4 In the selection of the Contractor, the Contract Lead Officer shall bear in mind the need to seek best value for money and be able to demonstrate that they have achieved this.
- 7.5 The Contract shall be evidenced in writing, by submission of an order in accordance with the Framework Agreement or, where a Framework Agreement is not used, by the placing of an order on the basis that the price in the written quotation received shall apply.

Contract Standing Order 8: Tendering Procedures for Contracts of a Value of ~~£100,000~~£189,000 or greater but less than relevant Threshold

- 8.1 Where the estimated value of the Contract, calculated in accordance with CSO 4, is ~~£100,000~~£189,000 or greater but less than the relevant Threshold, and there is a suitable Framework Agreement approved by the Director of Corporate Operations / Chief Financial Officer, under CSO 5.2, that Framework Agreement shall be used.
- 8.2 Where no suitable Framework Agreement is available, tenders shall be invited using a procedure comparable/similar to the open procedure under the UK Regulations.
- 8.3 The procedure requires the publication of a notice in accordance with CSO 6. The public notice shall specify (i) a time period within which interested parties may express an interest in tendering, and (ii) the method by which such interest shall be expressed. At the end of this period, an invitation to tender shall be sent to all parties who have expressed an interest, specifying a reasonable period for tenders to be returned.
- 8.4 In all cases, every invitation to tender shall include the following:
- A statement that the tendering process will be conducted within the County Council's corporate electronic tendering system;
 - Full instructions on how to submit their tender to this system;
 - Advice that tenders, once received in the system, will be anonymous until the time specified for their opening;
 - Advice as to the deadline for submission of tenders to this system
- 8.5 In exceptional circumstances, and with the prior approval of the Director of Corporate Operations / Chief Financial Officer, an invitation to tender may be sent to tenderers in hard copy paper form, rather than through the electronic tendering system.
- 8.6 The invitation to tender shall state the evaluation criteria, including sub-criteria and sub-sub-criteria (where used), weightings and scoring criteria that will be applied in the award of the Contract. These criteria must be capable of objective assessment, include price and any other relevant factors, and be weighted by relative importance. The invitation to tender shall also include the terms and conditions that will apply to the Contract.
- 8.7 The Contract shall be evidenced in writing by the completion of a formal written Contract, the terms of which have been approved by the Head of Law and Governance and Monitoring Officer or other person authorised by him for this purpose.

Contract Standing Order 9: Tendering Procedures for Contracts above Thresholds and Modifications of Contracts above Thresholds

- 9.1 The UK Regulations set a financial threshold beyond which prescribed tendering procedures must be followed. The Thresholds are reviewed every two years, and the updated figures can be found in the Best Practice Guide.
- 9.2 Where the estimated value of the Contract is in excess of the relevant Threshold, the procedures set out in the UK Regulations must be followed. In most cases, the open procedure, restricted procedure or competitive procedure with negotiation will be used, but in certain specialist cases, the negotiated procedure without prior publication, competitive dialogue procedure or innovation partnership procedure shall apply. Advice on which procedure is appropriate to the specific case should be sought from the Head of Law and Governance and Monitoring Officer.
- 9.3 ~~Where the estimated value of the contract is £100,000 or greater but less than £1 million approval~~ Approval of the Chief Officer within whose area of responsibility the contract falls, in consultation with of the Head of Law and Governance and Monitoring Officer, shall be sought to the use of the negotiated procedure without prior publication, competitive dialogue procedure or innovation partnership procedure.
- 9.4 In the event that the Chief Officer determines that the contract relates to a strategic or policy decision, then approval ~~Where the estimated value of the contract is £1 million or greater approval~~ of the Executive or, in respect of Non-Executive matters, the Committee with delegated responsibility for the relevant service area shall be sought to the use of the negotiated procedure without prior publication, competitive dialogue procedure or the innovation partnership procedure.
- 9.5 Any proposed modifications to existing contracts which have not been provided for in the initial procurement documents in clear, precise and unequivocal review clauses shall be approved by the Chief Officer within whose areas of responsibility the contract falls, in consultation with the Head of Law and Governance and Monitoring Officer. ~~In the event that the Chief Officer determines that the contract relates to a strategic or policy decision, then approval of the Executive shall be sought or, in respect of Non-Executive matters, the approval of the Committee with delegated authority for the relevant services area, shall be sought, where the value of the modification is less than £1 million and by the Executive where the value of the modification is £1 million or greater prior to agreement of such modification.~~
- 9.6 In the event that the Chief Officer for the relevant service area is unavailable the decisions reserved to that Chief Officer by paragraphs 9.3, 9.4 and 9.5 may be taken by a Deputy Chief Officer nominated by the Chief Officer for the relevant service area.

Contract Standing Order 10: Receipt and Opening of Tenders

10.1 Subject to CSO 10.2 – 10.3, all tenders shall be opened at the same time, by an officer independent of the procurement process and appropriately trained to open tenders on the electronic tendering system as soon as reasonably practicable on or after the date for return of tenders. People under contract to the County Council, but not permanent employees of the County Council shall not open tenders unless approved by a Chief Officer or Head of Law and Governance and Monitoring Officer.

~~10.2 For a Contract of a value of £100,000 or greater, the officer opening tenders shall be certified as having completed the required training and the officer's name shall appear on a list held by the Head of Law and Governance and Monitoring Officer and authorised for that purpose.~~

10.23 The officer opening tenders shall record, in respect of each tender opened, the name of the tenderer and, where applicable, the total value.

Contract Standing Order 11: Evaluation of Tenders and Award of Contract

- 11.1 The Contract Lead Officer (who should normally be an employee of the County Council) shall ensure that the tenders received are evaluated in accordance with the evaluation criteria that have been adopted for the Contract, and stated in the invitation to tender. These criteria must be capable of objective assessment, include price and other relevant factors, and be weighted by relative importance.
- 11.2 The Contract Lead Officer shall produce a written report evaluating each tender received against the evaluation criteria. The report shall identify the tenderer who has submitted the most economically advantageous tender (i.e. the tender that achieves the highest score in the evaluation) and recommend the award of the Contract to that tenderer. This report shall be submitted to the person authorised to award the Contract under CSO 11.4.
- 11.3 No contract may be awarded unless the expenditure involved has been included in approved estimates and sufficient budgetary provision made in the County Council's capital or revenue accounts in accordance with CSO 3.1. The Evaluation Report shall confirm how this requirement is met.
- 11.4 Each Chief Officer is authorised to award and sign any contract entered into on the County Council's behalf, where it relates to their Area of Responsibility, and where the value of the Contract is less than ~~£100,000~~£189,000. The Contract may be awarded and signed by a Senior Officer who is authorised to do so on behalf of the Chief Officer as documented in that Chief Officer's scheme of financial delegation. All other Contracts shall be awarded by the Head of Law and Governance and Monitoring Officer or a Senior Officer nominated by the Head of Law and Governance and Monitoring Officer for this purpose, and signed by or on behalf of the Head of Law and Governance and Monitoring Officer in accordance with Part 1, Chapter 16 of the Constitution.
- 11.5 Where the value of a Contract is above the relevant Threshold, the Contract shall be awarded in accordance with the UK Regulations and in particular the requirements relating to a "standstill" period prior to the Contract being entered into.
- 11.6 All Contracts, including an arrangement subject to a purchase order, must be made in writing under English Law, and must clearly and carefully specify the supplies, services or works to be provided, the agreed programme for delivery and the price and terms for payment together with all other terms and conditions.
- 11.7 Where purchases of a value less than ~~£100,000~~£189,000 are made for which standard terms and conditions have been approved by the Head of Law and Governance and Monitoring Officer those standard terms should be used. Where a Contract is estimated at a value

| ~~£100,000~~189,000 or above or is of an unusual or complex nature, the Head of Law and Governance and Monitoring Officer shall be consulted to produce a suitable set of conditions of contract or to advise on existing conditions for use under a Framework Agreement

- 11.8 Every contract must also include certain clauses, in a form approved by the Head of Law and Governance and Monitoring Officer, to protect the County Council from fraud and to ensure that Contractors understand their responsibilities when they are acting on the County Council's behalf as well as clauses required to comply with the UK Regulations.
- 11.9 The Chief Officer within whose area of responsibility the Contract falls shall allocate to a Senior Officer responsibility for the ongoing management of the Contract.
- 11.10 In exceptional circumstances, where a Contract has been awarded under CSO 11.4, but it is considered necessary in the best interests of the County Council to initiate the provision of goods or services under that Contract prior to the Contract being signed, the issue of an Advance Works Order by the Head of Law and Governance and Monitoring Officer may be requested. Issue will be subject to confirmation that a decision to award the Contract has been made in accordance with CSOs, the necessary funding for the Contract having been approved, and the value of the Advance Works Order not exceeding ~~£100,000~~189,000.
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Contract Standing Order 12: Waiver of Contract Standing Orders

12.1 Any of the requirements of these CSOs may be waived in an individual case, by the person authorised as follows:

- Where the estimated value of the Contract is less than ~~£400,000~~£189,000, the Chief Officer within whose ~~a~~Area of Responsibility the Contract falls
- Where the estimated value of the Contract is ~~£400,000~~£189,000 or greater, ~~but less than £1m, the Chief Officer within whose area of responsibility the Contract falls, with the benefit of advice from~~ the Head of Law and Governance and Monitoring Officer
- Where the estimated value of the contract is ~~£1 million- £189,000~~ or greater the Chief Officer, with the benefit of advice from the Head of Law and Governance and Monitoring Officer, determines that the Contract relates to a decision on a strategic or policy decision, the Executive or, in estimated value of the Contract is £1m or greater, the Executive or, in respect of Non-Executive matters, the Committee with delegated responsibility for the relevant service area

12.2 A request for the issue of a waiver must be made in writing to the person authorised under CSO 12.1, with full reasons as to why the waiver is required, and evidence that the issue of a waiver will not prevent best value from being obtained. The decision in response to the request ~~for~~ a waiver must also be in writing. No action shall be taken to enter into the Contract until such request has been submitted and the decision made.

12.3 The County Council is subject to legal requirements to ensure fair competition for Contracts of a value exceeding the Thresholds, and subject to obligations under the UK Regulations to ensure that all Contracts (regardless of value) are awarded having regard to the need to avoid any action that is discriminatory, improper or which distorts competition.

12.4 It is understood that a waiver may be utilised where it can be demonstrated that the ability to act quickly to engage a single supplier would make economic sense and fit with service requirements, in circumstances where there is no more effective way to secure the capacity.

12.5 In the event that the Chief Officer for the relevant service area is unavailable, the decision reserved to that Chief Officer by paragraph 12.1 may be taken by a Deputy Chief Officer nominated by the Chief Officer for the relevant service area.

Part 3 Chapter 5

Financial Regulations

1. What are financial regulations?

These regulations identify the financial responsibilities of the County Council, the Cabinet, Executive Members, members of Select (Overview and Scrutiny) Committees and of other Committees, Sub-Committees and Standing Panels, the Chief Executive, the Head of Law and Governance and Monitoring Officer, the Chief Financial Officer and other Chief Officers.

Executive Members and Chief Officers should maintain a written record where decision making has been delegated to members of their staff including seconded staff. Where decisions have been delegated or devolved to other bodies or responsible officers, such as school governors or head-teachers, references to the Executive or Chief Officer in the regulations should be read as referring to them.

1.1 Who should read this document?

These regulations apply to all staff and members of the County Council.

The prime audience for financial regulations consists of:

- 1.1.1 Members;
- 1.1.2 Chief Officers; and
- 1.1.3 Finance Officers;
- 1.1.4 Staff with financial responsibilities.

More detailed guidance on how the regulations should be implemented in practice is contained in financial procedures which are applicable to all Members and all staff.

1.2 Why have financial regulations?

Financial regulations form a part of the means by which the County Council manages its business. They clarify responsibilities and provide a framework for decision making. Where there are specific statutory powers and duties, the financial regulations seek to ensure these are duly complied with, as well as setting the best professional practices

and processes for all activities and decisions of the County Council, the Cabinet, Executive Members and its Committees.

In summary, financial regulations are the regulatory framework within which the financial affairs of the County Council operate.

1.3 Corporate governance and financial regulations

All staff and Members must comply with the three fundamental 'principles of public life' as set out in the Committee on Standards in Public Life (the Nolan Committee) namely openness, integrity and accountability.

These regulations also reinforce the corporate governance 'standards', as recommended by the Nolan Committee, governing:

1.3.1 organisational structures and processes:

1.3.2 financial reporting and internal controls;

1.3.3 standards of behaviour.

1.4 What is the coverage of financial regulations?

The regulations apply to all activities of the County Council.

In practice, this means all budgets, money and funds administered by Members and officers in carrying out their duties across all of the County Council's services and activities. This also includes:

1.4.2 funds managed on behalf of third parties such as Hampshire Pension Fund, trust funds, community accounts and school funds;

1.4.3 the rules governing the financial relationship between the County Council and its maintained schools, which are set out in the scheme for financial management. The scheme is consistent with the County Council's financial regulations and therefore applies to all maintained schools;

1.4.4 the County Council's activity within partnership arrangements.

External providers (outsourced services, contractors and consultants for example) are managed through the contract process. The contract document will set out the financial requirements. This will include for example, compliance with key control procedures, performance standards and statistics, attendance at service client meetings and access to accounts.

1.5 **Awareness and access**

It is the responsibility of Chief Officers to ensure that all employees with financial responsibilities are made aware of and have access to these regulations and the accompanying financial procedures which set out in more detail how the regulations should be implemented and complied with.

1.6 **Non-compliance with financial regulations**

Failure to comply with these regulations and the accompanying financial procedures may have the following consequences:

1.6.1 For employees, these regulations form part of the Officer's Code of Conduct, so a breach will be considered a disciplinary offence which will invoke those procedures (and can lead to dismissal);

1.6.2 For Members, these regulations form part of the Code of Conduct for Members, so a breach will be reported to the Conduct Advisory Panel which will make an appropriate decision.

An index for these documents may be found in [the Constitution](#) under part 4.

1.7 **Review of financial regulations**

The Chief Financial Officer is responsible for maintaining a continuous review of these regulations;

1.8 **Other rules**

Apart from these regulations, there are other rules which all Members and officers must comply with. These include:

1.8.1 the law:

- i) general local government law;
- ii) specific local government law;
- iii) general civil and criminal law.

1.8.2 other County Council rules:

the Constitution, including:

- i) Standing Orders;

- ii) Scheme of Delegation, Rules of Procedure and Standing Orders for Cabinet, Executive Members and all Committees;
- iii) Scheme of Delegation for Officers;
- iv) Contract Standing Orders;
- v) Personnel policies and procedures;
- vi) Schemes of delegation and instructions issued to staff and managers by Chief Officers.

1.8.3 Financial procedures and guidance notes.

Financial Regulations

2 Financial regulations A – Financial accountabilities and management

- 2.1 Financial management covers all financial accountabilities in relation to the running of the County Council including the policy framework and budget;
- 2.2 The County Council is responsible for adopting the County Council's Constitution and Members Code of Conduct and for approving the policy framework and budget within which the Cabinet and executive members operate. It is also responsible for approving and monitoring compliance with the County Council's overall framework of accountability and control. The framework is set out in the County Council's constitution. The County Council is also responsible for monitoring compliance with the agreed policy and related executive decisions;
- 2.3 The County Council is responsible for approving procedures for recording and reporting decisions taken. This includes those 'Key Decisions' delegated by and decisions taken by the County Council, the Cabinet and Executive Members. These delegations including any subsequently made to Committees and details of who has responsibility for which decisions are set out in the Constitution;

The Cabinet and Executive Members

- 2.4 The Cabinet is responsible for proposing the policy framework and budget to the County Council, and for discharging executive functions in accordance with the policy framework and budget;
- 2.5 Executive decisions can be delegated to a Committee of the Executive, an individual Executive Member, officer, or a Joint Committee appointed in accordance with Section 102 of the Local Government Act 1972;

- 2.6 The Cabinet is responsible for establishing protocols to ensure that individual Executive Members consult with relevant officers before taking a decision within his or her delegated authority. In doing so, the Executive Member must take account of legal and financial liabilities and risk management issues that may arise from the decision;

Select (Overview and Scrutiny) Committees

- 2.7 The Select (Overview and Scrutiny) Committees are responsible for scrutinising Executive decisions before or after they have been implemented and for holding the Cabinet and executive members to account. They are also responsible for making recommendations on future policy options and reviewing the general policy and service delivery of the County Council.

Conduct Advisory Panel

- 2.8 The Conduct Advisory Panel is established by the County Council and is responsible for promoting and maintaining high standards of conduct in public office. In particular, it is responsible for advising the County Council on the adoption and revision of the Code of Conduct for Members, and for monitoring the operation of the Code;

Regulatory Committee and Audit Committee

- 2.9 There are a number of functions which are not exercised by the Executive, Cabinet or Members but are the responsibility of Regulatory Committee and Audit Committee. These functions relate to planning, licensing and elections (amongst others). These Committees report to the County Council;

Roles of Statutory Officers

- 2.10 The County Council is required by statute to designate Officers to carry out the following functions: Head of Paid Service, Monitoring Officer and Chief Financial Officer.

The posts that carry out these functions and their responsibilities are summarised below. Throughout financial regulations the title for the post holder in the County Council (Chief Executive) is used rather than the statutory definition (Head of Paid Service);

The Chief Executive (Head of Paid Service)

- 2.11 The Chief Executive as Head of Paid Service is responsible for the corporate and overall strategic management of the County Council as a whole. He or she must report to and provide information for the County Council, the Cabinet and Executive Members, Select (Overview and Scrutiny) Committees and other Committees. He or she is responsible

for establishing a framework for management direction, style and standards and for monitoring the performance of the organisation. The Chief Executive is also responsible, together with the Monitoring Officer, for the system of record keeping in relation to all of the County Council's decisions;

The Monitoring Officer

- 2.12 The Monitoring Officer is responsible for promoting and maintaining high standards of conduct and therefore provides support to the Conduct Advisory Panel. The Monitoring Officer is also responsible for reporting any actual or potential breaches of the law or maladministration to the County Council and/or to the Cabinet or Executive Members and for ensuring that procedures for recording and reporting 'key decisions' are operating effectively.
- 2.13 The Monitoring Officer must ensure that the Cabinet and Executive Member decisions and the reasons for them are made public. He or she must also ensure that members are aware of decisions made by the Cabinet and executive members and of those made by officers who have delegated executive responsibility;
- 2.14 The Monitoring Officer is responsible for advising all Members and officers about who has authority to take a particular decision;
- 2.15 The Monitoring Officer is responsible for advising the Cabinet and Executive Members or the County Council about whether a decision is likely to be considered contrary or not wholly in accordance with the policy framework or which becomes a key decision;
- 2.16 The Monitoring Officer in consultation with the Chief Financial Officer is responsible for advising the Cabinet and Executive Members or the County Council about whether a decision is likely to be considered contrary or not wholly in accordance with the budget. Actions that may be contrary to the budget include;
- 2.16.1 initiating new policies and commitments
- 2.16.2 committing expenditure in year and in future years above budget
- 2.16.3 budget or spending transfers above virement limits.
- 2.17 The Monitoring Officer is responsible for maintaining an up-to-date Constitution.

The Chief Financial Officer

- 2.18 The Director of Corporate Operations / Chief Financial Officer has statutory duties in relation to the financial administration and

stewardship of the County Council. This statutory responsibility cannot be overridden. The statutory duties arise from:

2.18.1 Section 151 of the Local Government Act 1972 (“the 1972 Act”)

2.18.2 Local Government Finance Act 1988 (“the 1988 Act”)

2.18.3 The Local Government and Housing Act 1989 (“the 1989 Act”)

2.18.4 The Local Government Act 2003 (“the 2003 Act”)

2.18.5 The Audit and Accountability Act 2014

2.19 The Chief Financial Officer is responsible for:

2.19.1 the proper administration of the County Council’s financial affairs

2.19.2 setting and monitoring compliance with accounting policies and financial management procedures and standards

2.19.3 maintaining an effective and adequate internal audit and all audit arrangements

2.19.4 advising on the corporate financial position

2.19.5 key financial controls necessary to secure sound financial management and to prevent fraud and corruption

2.19.6 providing financial information

2.19.7 preparing and controlling forward financial plans, budget strategies, the revenue budget, the capital strategy and capital programme

2.19.8 treasury management and banking arrangements

2.19.9 schemes of financial delegation

2.19.10 financial and related IT systems

2.19.11 procedures and controls for ordering services, supplies and works

2.19.12 payment of accounts and collection of income

2.19.13 pay and pensions administration

2.19.14 advice to the Pension Fund Panel

- 2.19.15 appointing all finance staff
- 2.19.16 determining financial systems and ensuring that they are applied consistently
- 2.20 Section 114 and 114A of the 1988 Act require the Chief Financial Officer to report to the County Council, Cabinet and the external auditor if the County Council, the Executive or one of its Officers:
 - 2.20.1 has made, or is about to make, a decision which involves incurring unlawful expenditure
 - 2.20.2 has taken, or is about to take, an unlawful action which has or would result in a loss or deficiency to the County Council
 - 2.20.3 is about to make an unlawful entry to the County Council's accounts
- 2.21 Section 114 of the 1988 Act also requires;
 - 2.21.1 That an appropriate Deputy Chief Financial Officer performs these functions in the absence of the Chief Financial Officer
 - 2.21.2 That the Council provides the Chief Financial Officer with sufficient staff, accommodation and other resources – including legal advice where this is necessary – to carry out the duties under section 114 of the 1988 Act.

Chief Officers

- 2.22 Chief Officers are responsible for:
 - 2.22.1 ensuring that Executive Members are advised of the financial implications of all proposals and that the financial implications have been agreed by the Chief Financial Officer
 - 2.22.2 operating financial processes within their departments. To do this they must ensure that adequate operational controls are in place, including a scheme of delegation
 - 2.22.3 controlling expenditure and income, monitoring performance and taking the necessary action to remain within budgets and cash limits
 - 2.22.4 signing contracts on behalf of the County Council (as set out in Contract Standing Orders).
- 2.23 It is the responsibility of Chief Officers to consult with the Chief Financial Officer and seek approval regarding any matters outside of

the budget and policy framework which are liable to affect the County Council's finances materially, before any commitments are incurred.

Other financial accountabilities

Revenue Budget transfers (virement)

Virements can be defined as a conscious decision to use approved budgets originally intended for one purpose for a different purpose, during the course of a financial year. This is distinct from general budget management whereby overspends in one service area may be offset by underspends in another, as part of remaining within overall Departmental cash limits. Recurring changes in use of approved budgets would normally be approved by Cabinet and County Council as part of the formal budget setting process.

- 2.24 Chief Officers can agree single, in year virements up to £500,000 unless a virements or series of virements of any value indicate a significant change in policy, in which case it must be reported to Cabinet for approval before implementation.
- 2.25 Single virements between £500,000 and £999,999 must be approved by the relevant Executive Member.
- 2.26 Single virements of £1 million or more must be approved by Cabinet.

Capital Programme Management

- 2.27 Management of changes to the Capital Programme are defined in the following table:

Additions : Existing or new schemes *			Approval to Spend	Virements and Variations *
100% funded by external sources	Funded by existing departmental revenue or capital sources	Funded by corporate resources including borrowing	If scheme is defined in capital programme and within approved cash limit	Variations across a programme of works within an overall scheme or virements up to £250,000 can be approved by the Chief Officer in consultation with the Executive Member
Any sum Approved by Chief Officer in consultation with Executive Member	Up to £250,000 Approved by Chief Officer in consultation with Executive Member		Up to £250,000 Approved by Chief Officer in consultation with Executive Member	
	Up to £500,000 Approved by Executive Member		Over £250,000 Approved by Executive Member	Single variations over £250,000 Approved by Executive Member
	Over £500,000 Approved by Cabinet	Up to £5 million Approved by Cabinet	If not defined in the capital programme and not within cash limit Executive Member for P&R approval required	Single variations over £500,000 Approved by Cabinet
	Over £2 million Approved by County Council	Over £5 million Approved by County Council		Single variations over £2 million Approved by County Council

For all decisions within the above table consultation with the Chief Financial Officer or their representative is required.

* If the addition or virements is not in line with current approved council policies and strategies, the decision must be made by County Council regardless of value.

Deletion of Schemes

2.28 Deletion of individual schemes up to the value of £500,000 may be undertaken by the Chief Officer in consultation with the relevant

Executive Member. Deletion of schemes above this amount must be approved by the Executive Member for Policy and Resources.

Tender / quotation costs (schemes over £500,000)

- 2.29 If tenders / quotations exceed the approved estimate by more than 10% after allowing for inflation calculated by the CLG index rates, then Executive Member approval is required.

Final scheme costs (schemes over £500,000)

- 2.30 If final scheme costs exceed the approved estimate by more than 10% after allowing for inflation calculated by the CLG index rates, then a post project completion report should be submitted to the Executive Member.

Urgent Decisions

- 2.31 Where an urgent financial decision is required that falls outside of the defined process or limits within Financial Regulations or Financial Procedure Rules, but is felt to be in the wider interests of the County Council, the Chief Financial Officer in consultation with the Chief Executive and the Leader can make the decision subject to it being reported to the next appropriate decision making meeting.

Treatment of year-end balances

- 2.32 The Cabinet is responsible for agreeing procedures for carrying forward under and overspendings on budget headings on advice of the Chief Financial Officer.

The annual statement of accounts

- 2.33 The Chief Financial Officer is responsible for ensuring that the annual statement of accounts is prepared and certified in accordance with all relevant regulations. The Audit Committee is responsible for approving the annual statement of accounts.

3 Financial regulation B – Financial planning

- 3.1 The County Council is responsible for approving the policy framework and budget, which will be proposed by the Leader and Cabinet. In terms of financial planning, the key elements are:

3.1.1 the Corporate Strategy

3.1.2 the Revenue Budget

3.1.2 the Capital Programme

Policy framework

- 3.2 The County Council is responsible for approving the policy framework and budget. The policy framework comprises a number of statutory plans and strategies laid out in the Constitution.
- 3.3 The County Council is also responsible for approving procedures for agreeing variations to approved budgets, plans and strategies forming the policy framework and for determining the circumstances in which a decision will be deemed to be contrary to the budget or policy framework. Decisions should be referred to the County Council by the Monitoring Officer.
- 3.4 The County Council is responsible for agreeing the level at which the Cabinet and executive members may reallocate budget funds from one service to another. The Cabinet and executive members are responsible for taking in-year decisions on resources and priorities in order to deliver the budget policy framework within the financial limits set by the County Council.

Preparation of the corporate strategy

- 3.5 The Chief Executive is responsible for proposing the Corporate Strategy to the Cabinet for consideration before its submission to County Council for approval.

Budgeting

Budget format

- 3.6 The general format of the budget will be approved by the County Council and proposed by the Cabinet on the advice of the Chief Financial Officer. The draft budget should include allocation to different services and projects, proposed taxation levels and contingency funds.

Budget preparation

- 3.7 The Cabinet is responsible for issuing annual guidelines on the revenue budget and capital programme, in consultation with the Chief Financial Officer, ahead of the preparation of the revenue budget and capital programme. These guidelines will take into account:
- legal requirements
 - the medium term planning prospects
 - the corporate strategy
 - available resources
 - spending pressures
 - the community plan and other relevant plans
- 3.8 The Chief Financial Officer is responsible for ensuring that a revenue budget and capital programme is prepared on an annual basis and a forward financial forecast is prepared in line with Government Funding

notifications for consideration by the Cabinet, before submission to the County Council. The County Council may amend the budget and capital programme or ask the Cabinet to reconsider it before approving it.

- 3.9 It is the responsibility of chief officers to ensure that revenue and capital budget estimates reflecting agreed service plans are prepared in consultation with the Chief Financial Officer and Executive Member and submitted to the Cabinet and that these estimates are prepared in line with the budget guidance issued by the Cabinet.

Budget monitoring and control

- 3.10 The Chief Financial Officer is responsible for providing appropriate financial systems to enable budgets to be monitored effectively. The Chief Financial Officer must monitor expenditure against budget allocations and report to the Cabinet on the overall position on a regular basis.
- 3.11 It is the responsibility of Chief Officers to control income and expenditure on their budgets and to monitor performance taking account of financial information provided by the Chief Financial Officer. They should report to the relevant Executive Member on variations and take any action necessary to avoid exceeding their budgets and alert the Chief Financial Officer to any problems. Any new proposal containing significant financial implications must take note of the Chief Financial Officer's advice as well as that of the relevant Chief Officer and Executive Member.

Maintenance of balance and reserves

- 3.12 In line with the 2003 Act, it is the responsibility of the Chief Financial Officer to advise the Cabinet and the County Council on prudent levels of balances and reserves for the County Council.

Maintenance of an Insurance Reserve

- 3.13 It is the responsibility of the Chief Financial Officer to Advise the County Council and the Cabinet on the prudent level of Insurance Reserve required to meet the assessed potential liabilities of the County Council.”

4 Financial regulation C – Risk management and control of resources

- 4.1 It is essential that robust systems are developed and maintained for identifying and evaluating all significant operational risks to the County Council on an integrated basis.

Risk management

- 4.2 The Cabinet is responsible for approving the County Council's risk management policy strategy. The Cabinet is responsible for ensuring that proper insurance exists where appropriate.
- 4.3 The Chief Executive is responsible for preparing the County Council's risk management policy statement and for promoting it throughout the County Council and for advising the Cabinet on proper insurance cover where appropriate.
- 4.4 The Chief Executive is responsible for ensuring regular corporate assessments of risk and chief officers for reviewing risks annually.

Internal control

- 4.5 Internal control refers to the systems of control to ensure that the County Council's objectives are achieved in a manner which promotes economical, efficient and effective use of resources and that the County Council's resources and interests are safeguarded.
- 4.6 The Chief Financial Officer is responsible for advising on effective systems of internal control. These arrangements need to ensure compliance with all applicable statutes and regulations, and other relevant statements of best practice. The relevant Chief Officer is responsible for the implementation of such advice.
- 4.7 It is the responsibility of chief officers to establish sound arrangements for planning, appraising, authorising and controlling their operations in order to achieve continuous improvement, economy, efficiency and effectiveness and for achieving their performance targets.

Audit requirements

- 4.8 In accordance with the Accounts and Audit Regulations 2015 the County Council must undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes, taking into account public sector internal auditing standards or guidance.
- 4.9 The County Council is responsible for the appointment of their own external auditor under the provisions of the Local Audit and Accountability Act 2014. Any such appointment must be approved by Full Council.
- 4.10 The County Council may, from time to time, be subject to audit, inspection or investigation by external bodies such as HM Revenue and Customs who have statutory rights of access.

Treasury management

- 4.13 The County Council has adopted the key principles of CIPFA's *Treasury Management in the Public Services: Code of Practice* (the Code).
- 4.14 Accordingly, the County Council will create and maintain, as the cornerstones for effective treasury management:
- A treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities
 - suitable treasury management practice (TMPs) setting out the manner in which the organisation will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.
- 4.15 The County Council will receive reports on its treasury management policies, practices and activities, including as a minimum, an annual strategy and plan in advance of the year, a mid-year review, and an annual report after its close, in the form prescribed in its TMPs. The annual investment strategy requires the approval of the full County Council.
- 4.16 Whilst the County Council assumes full responsibility for the implementation and monitoring of its treasury management policies and practices, it delegates the execution and administration of treasury management decisions to the Chief Financial Officer, who will act in accordance with the County Council's Treasury Management Policy Statement, TMPs and CIPFA's Standard of Professional Practice on Treasury Management. The County Council nominates The Audit Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.

Banking arrangements

- 4.17 All arrangements with bankers must be made only by the Chief Financial Officer, who is authorised to operate any bank accounts considered necessary.

Staffing

- 4.18 The Chief Executive in consultation with the Leader is responsible for determining how officer support for the Cabinet and Executive Members and for all other Member roles within the County Council will be organised.

- 4.19 The Chief Executive is responsible for providing overall management to staff and for ensuring that there are systems for the proper evaluation of pay for all staff and evaluation of performance.
- 4.20 Chief Officers are responsible for controlling total staff numbers by:
 - 4.20.1 advising the Executive Members on the budget necessary in any given year to cover estimated staffing levels
 - 4.20.2 adjusting the staffing numbers within approved budget provision, varying the provision as necessary within that constraint in order to meet changing operational needs
 - 4.20.3 the proper use of appointment procedures, workforce plans and verified personnel information

5 Financial regulation D – Systems and processes

- 5.1 Sound systems and processes are essential to an effective framework of accountability and control

General

- 5.2 The Chief Financial Officer is responsible for ensuring the County Council has appropriate IT systems for financial purposes, for accounting systems, the form of accounts and the supporting financial records. Any changes made by chief officers to the existing financial systems or the establishment of new systems must be approved by the Chief Financial Officer.
- 5.3 Chief Officers are responsible for the proper operation of financial processes in their own departments. Any changes to agreed processes by Chief Officers to meet their own specific service needs should be agreed with the Chief Financial Officer.
- 5.4 Chief Officers should ensure that their staff receives relevant financial training which has been approved by the Chief Financial Officer.
- 5.5 Chief Officers must ensure that, where appropriate, computer and other systems are registered in accordance with Data Protection legislation, as advised by the Data Protection Officer. Chief Officers must ensure that staff are aware of their responsibilities under the freedom of information legislation.

Income and expenditure

- 5.6 It is the responsibility of Chief Officers to ensure that a proper scheme of delegation has been established within their area and is operating effectively. Scheme of delegation should identify staff authorised to act on the Chief Officers' behalf, or on behalf of the Executive Members, in

respect of payments, income collection and for placing orders together with the limits of their authority. The Chief Financial Officer is responsible for specifying the procedure to be followed in ordering, making payments, collecting income and approving procedures for writing off debts as part of the overall control framework of accountability and control.

Payments to employees, members and pensioners

- 5.7 Payments of salaries to all employees, allowances to members and pensions should be made via the payroll system, unless an exception has been specifically approved by the Chief Financial Officer. The Chief Financial Officer is responsible for paying all employees, allowances to Members and pensions.

Taxation

- 5.8 The Chief Financial Officer is responsible for advising Chief Officers, in the light of guidance issued by appropriate bodies and relevant legislation as it applies, on all taxation issues that affect the County Council. The Chief Financial Officer is responsible for maintaining the County Council's tax records, making all tax payments, receiving tax credits and submitting tax returns by their due date as appropriate.

Anti Money Laundering

- 5.9 Following advice received from HM Revenue and Customs, the County Council will not accept settlement in cash of any transaction above the value of €15,000 equivalent (approximately £11,300 as at June 2015).

Trading with Other Organisations

- 5.10 It is the responsibility of the Chief Executive and Chief Financial Officer to approve the establishment and financial procedures for business / trading units and any significant sold or shared service arrangements.

Assets, stocks, stores and inventories

- 5.11 Chief Officers must ensure that proper security is maintained at all times for all assets, stocks and stores and that inventories are maintained for all items of moveable furniture, equipment, vehicles and plant above a limit agreed with the Chief Financial Officer.

Information technology systems

- 5.12 Chief Officers must ensure that there is a corporate approach to systems development in line with the IT strategy and liaise with the Head of IT Services accordingly.

6 Financial regulation E – External arrangements

- 6.1 The County Council must act to achieve the promotion or improvement of the economic or social or environmental well-being of its area.

Partnerships

- 6.2 Partnerships can take many forms from local consultation arrangements to partnerships committing significant staff and financial resources. At a basic level, a partnership is: "an agreement between two or more independent bodies to work collaboratively to achieve an objective"
- 6.3 The Cabinet and Executive Members are responsible for approving partnership arrangements with local public, private, voluntary and community sector organisations to address local needs.
- 6.4 The Cabinet and Executive Members can delegate functions to officers. These are set out in the scheme of delegation that forms part of the County Council's Constitution. Where functions are delegated, the Cabinet and Executive Members remain accountable for them to the County Council.
- 6.5 The Chief Executive is responsible for ensuring due diligence and legality of all partnership arrangements.
- 6.6. The Monitoring Officer is responsible for promoting and maintaining the same high standards of conduct and corporate governance arrangements with regard to the County Council's participation in partnerships as apply throughout the County Council.
- 6.7 The Chief Financial Officer must ensure that accounting arrangements adopted relating to partnerships and joint ventures are in accordance with proper accounting practice. The Chief Financial Officer must ensure that the financial risks have been fully appraised before agreements are entered into with external bodies.
- 6.8 Chief Officers are responsible for ensuring that the County Council's participation in a partnership complies with our own Constitution, including these financial regulations.

External funding

- 6.9 The Chief Financial Officer is responsible for ensuring that all funding due to the County Council from external bodies is received and properly recorded in the County Council's accounts.

Work for third parties

- 6.10 The Chief Financial Officer and Head of Law and Governance and Monitoring Officer are responsible for approving contractual

frameworks or other similar agreements for any work for third parties or external bodies.

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COUNCIL MEETING, 4 NOVEMBER 2021

REPORT OF THE

Cabinet

PART I

1. SERVING HAMPSHIRE'S RESIDENTS – STRATEGIC PLAN 2021 – 2025

1.1. At the County Council meeting of 30 September 2021, the Serving Hampshire's Residents – Strategic Plan 2021 – 2025 was considered and approved. In discussion of the item at the County Council meeting, concern was expressed regarding the absence of reference to sustainability in Outcome 1 linked to the absence of any reference to recycling and waste in the Strategy overall. Furthermore, reference to Outcomes One, Three and Four in the covering report did not have the same titles as in the Strategy. Following a proposal by the Leader, these points were discussed by Cabinet on 12 October 2021 during consideration of the Climate Change Annual Report.

1.2. Cabinet received confirmation that where wording differed between the Strategy and the covering report, the wording in the Strategy took precedence.

1.3. An additional recommendation was proposed and agreed, that:

Cabinet recognise the importance of waste minimisation through promotion of the circular economy as a key element of the climate change strategy and accordingly recommends that County Council amend Outcome One of the "Serving Hampshire's Residents – Strategic Plan 2021 – 2025" to reflect this, as detailed in the extract from the Strategic Plan attached to the Decision Record.

The full Cabinet Decision Record is attached to this Part I report for reference.

The agenda and minutes of Cabinet can be found at the following link:

[Cabinet, 12 October, 2021](#)

RECOMMENDATIONS

That the County Council:

- a. Amend Outcome One of the "Serving Hampshire's Residents – Strategic Plan 2021 – 2025" as detailed in the extract from the Strategic Plan attached to the Cabinet Decision Record.

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HAMPSHIRE COUNTY COUNCIL

Executive Decision Record

Decision Maker:	Cabinet
Date:	12 October 2021
Title:	Climate Change Annual Report
Report From:	Director of Economy, Transport and Environment

Contact name: Chitra Nadarajah

Tel: 03707 797514

Email: chitra.nadarajah@hants.gov.uk

1. The decision:

- 1.1. That Cabinet approves the first annual update on progress on Climate Change over the last 12 months (July 2020-July 2021) and agrees the focus for the year ahead on the “Year of Climate Resilience”.
- 1.2. That Cabinet recognise the importance of waste minimisation through promotion of the circular economy as a key element of the climate change strategy and accordingly recommends that County Council amend Outcome One of the “Serving Hampshire’s Residents – Strategic Plan 2021 – 2025” to reflect this, as detailed in the extract from the Strategic Plan attached to this Decision Record at Annex 1.

2. Reason(s) for the decision:

- 2.1. The County Council committed to reporting on progress against the Action Plan and Strategic Framework on annual basis as set out in the attached Annual Report.
- 2.2. The Annual Report also sets out the focus for second year of delivery on the “Year of Resilience” to support the County Council’s target for resilience and National priorities on this.
- 2.3. To recognise the importance of waste minimisation through promotion of the circular economy as a key element of the climate change strategy and propose an amendment to Outcome One of the “Serving Hampshire’s Residents – Strategic Plan 2021 – 2025” reflect this.

3. Other options considered and rejected:

- 3.1. None.

4. Conflicts of interest:

- 4.1. Conflicts of interest declared by the decision-maker:

4.2. Conflicts of interest declared by other Executive Members consulted:

5. **Dispensation granted by the Conduct Advisory Panel: none.**

6. **Reason(s) for the matter being dealt with if urgent: not applicable.**

7. **Statement from the Decision Maker:**

Approved by:

Date:

12 October 2021

**Chairman of Cabinet
Councillor Keith Mans**

Annex 1 – Updated extract from “Serving Hampshire’s Residents – Strategic Plan 2021 – 2025”.

Outcome one: Hampshire maintains strong resilient and **sustainable** economic growth and prosperity

Our priorities are:

- Promoting a green economic recovery across Hampshire,
- Ensuring Hampshire has the right conditions for economic innovation to flourish
- Enhancing our competitiveness as an international gateway and globally connected economy
- Maximising opportunities for employment and inclusion by equipping people with the right skills to support, and benefit from, economic growth
- Promoting Hampshire’s assets and opportunities as an excellent place to work, visit, live and do business
- **Promoting the circular economy to minimise waste and use of natural resources**

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COUNCIL MEETING, 4 NOVEMBER 2021

REPORT OF THE
Health and Wellbeing Board
PART II

1. CONSTITUTIONAL ARRANGEMENTS: APPOINTMENTS TO THE HEALTH AND WELLBEING BOARD FOR HAMPSHIRE

1.1. The Health and Wellbeing Board for Hampshire ('HWBB') was established on 18 July 2013 by virtue of the Health and Social Care Act 2012 as a usual committee of the County Council but with more flexibility in terms of formal governance than is normally the case, such as its membership and voting rights.

1.2. At the Council meeting on 30 May 2014, authority was given to the Head of Law and Governance (Monitoring Officer), in consultation with the Chairman of the Health and Wellbeing Board, to amend the membership and terms of reference of the HWBB to facilitate the effective discharge of its responsibilities and to report back any changes to the next meeting of the County Council.

1.3. The following appointments have been made under delegated authority:

- Gill Kneller (Chief Executive of East Hampshire and Havant Councils) to replace Patricia Hughes as the main member representing the District and Borough Council Chief Executives
- Dr Gareth Robinson, clinical lead for North East Hants & Farnham within the Frimley Clinical Commissioning Group, to replace Dr Bibawy who stood down in August

Councillor Liz Fairhurst
Chairman, Health and Wellbeing Board

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