

Public Document Pack



EXECUTIVE DECISION DAY NOTICE

Executive Member for Performance, Human Resources and Partnerships Decision Day

Date and Time Wednesday 29th September, 2021 at 4.00 pm

Place Remote Meeting - Remote

Enquiries to members.services@hants.gov.uk

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

FILMING AND BROADCAST NOTIFICATION

This decision day is being held remotely and will be recorded and broadcast live via the County Council's website.

AGENDA

Deputations

To receive any deputations notified under Standing Order 12.

NON KEY DECISIONS (NON-EXEMPT/NON-CONFIDENTIAL)

1. SAVINGS PROGRAMME TO 2023 - REVENUE SAVINGS PROPOSALS - HEALTH AND SAFETY (Pages 3 - 34)

To consider a report from the Director of Culture, Communities and Business Services and Director of Corporate Operations, which outlines the detailed savings proposals for the Health and Safety service, a corporate service managed within the Culture, Communities and Business Services (CCBS) Department, that have been developed as part of the Savings Programme to 2023 (SP2023) Programme.

ABOUT THIS AGENDA:

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

ABOUT THIS MEETING:

The press and public are welcome to observe the public sessions of the decision day via the webcast.

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HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Executive Member for Performance, Human Resources and Partnerships
Date:	29 September 2021
Title:	Savings Programme to 2023 – Revenue Savings Proposals – Health and Safety
Report From:	Director of Culture, Communities and Business Services and Director of Corporate Operations

Contact name: Felicity Roe

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Purpose of this Report

1. The purpose of this report is to outline the detailed savings proposals for the Health and Safety service, a corporate service managed within the Culture, Communities and Business Services (CCBS) Department, that have been developed as part of the Savings Programme to 2023 (SP2023) Programme.

Recommendation

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

Executive Summary

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

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

Contextual Information

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

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

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

16. The consultation was clear that a range of options would be needed to deliver the required £80m of savings by 2023. Therefore, whilst each option offers a valid way of contributing in part to balancing the budget – plugging the estimated £80m gap in full will inevitably require a combination of approaches. For example, the Information Pack illustrated the amount of savings that would still be required even if council tax was increased by up to 10%. It explained that the £80m estimated budget shortfall took into account an assumed increase in 'core' council tax of 1.99% and an increase in the Adult Social Care Precept of 2% in both 2022/23 and 2023/24. The Pack also explained that if central government were to support changing local government arrangements in Hampshire, savings would still take several years to be realised. Residents were similarly made aware that the use of 'spare' reserves would only provide a temporary fix, providing enough money to run services for around 14 days.
17. As the consultation feedback confirms, a number of different approaches are likely to still be needed to meet the scale of the financial challenge. Consequently, the County Council will seek to:
 - **continue with its financial strategy**, which includes:
 - **targeting resources** on the most vulnerable adults and children
 - **using reserves carefully** to help meet one-off demand pressures
 - **maximise income generation** opportunities;
 - **lobby central government** for legislative change to enable charging for some services;
 - **minimise reductions and changes to local services** wherever possible, including by raising council tax by 3.99%;
 - consider further the opportunities for **changing local government arrangements** in Hampshire;
 - consider further the opportunities around **devolution of financial powers** in response to the Government's County Deal and levelling up agenda.
18. Executive Lead Members and Chief Officers have been provided with the key findings from the consultation to help in their consideration of the final savings proposals for this report. Responses to the consultation will similarly help to inform the decision making by Cabinet and Full Council in October and November of 2021 on options for delivering a balanced budget up to 2023/24, which the Authority is required by law to do.

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

Budget Update

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

Savings Programme to 2023 – Departmental Context/Approach

23. The Health and Safety service is a corporate service which transferred to CCBS in April 2021.
24. CCBS has taken a strategic and targeted approach to identifying its transformation opportunities and savings targets for SP2023.
25. Within CCBS, income generation is critical to the majority of departmental activity. The department currently delivers services that generate over £100m of income annually. In recent years, the department has focused on driving a commercial approach to maximise public value, reducing core-funding to income-generating services, and developing key IT infrastructure to realise efficiencies and respond to changing customer needs and expectations.
26. This direction of travel for the department has proved successful and continues for SP2023, albeit with the associated risks of operating in highly

competitive markets with slim margins. Cost increases and market fluctuations present challenges, and these may be exacerbated by post-Brexit trading conditions.

27. Set against this background, the department's SP2023 proposals focus on continuing to develop services to be increasingly efficient and customer focused, and ensuring non-statutory services are self-sustaining over the long term. Different delivery models will be explored where appropriate to support this, and services will continue to maximise the collective benefits of partnerships and collaborative working.
28. Further digital innovation will be critical to the success of proposed changes. CCBS services require a strong, highly effective web presence offering customers the ability to transact easily online. Many of the department's SP2023 proposals are dependent upon exploiting digital tools and growing digital skills to improve productivity and interactions with customers.

Health and Safety service

29. The Health and Safety service provides support and competent advice, and discharges the legal duty to have a "competent person" for health and safety. To meet its SP2023 savings target, the Health and Safety service is proposing to conduct a thorough review and explore opportunities to make changes to the way in which proactive (and potentially reactive) work is delivered. The review will include an appraisal of the service's current range of activities, options for income generation and the resources 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.

Summary Financial Implications

30. The savings target that was set for CCBS was £3.361m of which the savings from the Health and Safety service comprise £75,000 and detail of the proposal being put forward to meet this target is contained in Appendix 1.
31. The requirement for SP2023 was for the savings to be achieved in full by financial year 2023/24. The Department is planning to meet this requirement and has therefore not needed to set aside any funding in its Cost of Change reserve against timing shortfalls. No early achievement of £75,000 from the Health and Safety service savings proposals is anticipated.

Workforce Implications

32. Appendix 1 also provides information on the estimated number of reductions in staffing as a result of implementing the proposals.
33. Two full Time Equivalent (FTE) posts would potentially be affected. The Department would seek in the first instance to achieve any required reductions in posts through natural turnover and vacancy management within the relevant services. However, there may remain a balance that would need to be managed down between now and the implementation date.
34. The County Council's approach to managing down staff levels in a planned and sensitive way through the use of managed recruitment, redeployment of staff where possible and voluntary redundancy where appropriate will be continued.

Climate Implications

35. 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.
36. Given that this report deals with savings proposals it is difficult to assess any specific climate change impacts at this stage, but assessments will be undertaken for individual proposals, if appropriate as part of the implementation process.

Consultation, Decision Making and Equality Impact Assessments

37. As part of its prudent financial strategy, the County Council has been planning since June 2020 how it might tackle the anticipated deficit in its budget by 2023/24. As part of the MTFS, which was last approved by the County Council in September 2020, initial assumptions have been made about inflation, pressures, council tax levels and the use of reserves. Total anticipated savings of £80m are required and savings targets were set for departments as part of the planning process for balancing the budget.
38. The proposals in this report represent suggested ways in which departmental savings could be generated to meet the target that has been set as part of the SP2023 Programme. Individual Executive Members cannot make decisions on strategic issues such as council tax levels and use of reserves and therefore, these proposals, together with the outcomes of the *Serving Hampshire - Balancing the Budget* consultation exercise outlined below, will

go forward to Cabinet and County Council and will be considered in light of all the options that are available to balance the budget by 2023/24.

39. 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.
40. The consultation sought residents' and stakeholders' views on several options that could contribute towards balancing the revenue budget, and any alternatives not yet considered – as well as the potential impact of these approaches. The consultation was clear that a range of options would be needed to meet the required £80m savings by 2023. For example, the Information Pack illustrated the amount of savings that would still be required even if council tax was increased by up to 10%.
41. 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.
42. 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% and an increase in the Adult Social Care Precept of 2% in both 2022/23 and 2023/24. The Pack also explained that if central government were to support changing local government arrangements in Hampshire, savings would still take several years to be

realised. Residents were similarly made aware that the use of 'spare' reserves would only provide a temporary fix, providing enough money to run services for around 14 days.

43. 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.
44. 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.
45. The key findings from consultation feedback are as follows:
 - Agreement that the County Council should carry on with its **financial strategy** now stands at 45%, compared with 52% in 2019, and 65% in 2017. This involves targeting resources on the most vulnerable people; planning ahead to secure savings early and enable investment in more efficient ways of working; and the careful use of reserves to help address funding gaps and plug additional demand pressures (e.g. for social care).
 - The data suggests that respondents are concerned about the implications of further service changes and charges and increasingly feel that the solution lies with nation Government.
 - Both data and verbatim comments indicate the respondents want the County Council to **lobby central Government** for further funding and to allow additional charging in a number of areas:
 - 87% agreed with lobbying for additional funding to deliver social care services for adults and children.
 - 69% agreed with lobbying for increased central government grant funding for libraries
 - 66% agreed with updating the 1964 Public Libraries and Museums Act to enable service modernisation
 - 62% agreed with means testing/ charging for Home to School Transport (HtST)
 - 60% agreed with charging £10 for issuing an Older Person's Bus Pass
 - 51% agreed with making change to the charging approach for non-residential social services
 - However, there were exceptions, namely that:
 - Most respondents (52%) did not feel that it would be appropriate to lobby for charges relating to Household Waste Recycling Centres (HWRCs)
 - 47% disagreed (compared to 38% who agreed) that councils should be permitted to charge a 25% per journey fare for concessionary travel

- A clear majority of respondents (63%) agreed that the County Council should explore further the possibility of changing local government arrangements for Hampshire.
- No majority view was achieved for any of the other proposals, but the weight of opinion veered slightly towards agreement with:
 - The position that reserves should not be used (48% agreement vs 42% disagreement);
 - That existing service charges could be raised (45% agreement vs 33% disagreement);

And towards disagreement with:

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

Proposals following consultation feedback

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

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

47. The proposals set out in Appendix 1 have, wherever possible, been developed in line with these principles. As outlined above, CCBS' approach to its SP2023 proposals is focused on developing efficient and sustainable customer- focused services, maximising income generation opportunities where appropriate to support this.

48. Following the Executive Member Decision Days, all final savings proposals will go on to be considered by the Cabinet and Full Council in October and November – providing further opportunity for the overall options for balancing the budget to be considered as a whole and in view of the consultation findings. Further to ratification by Cabinet and Full Council, some proposals may be subject to further, more detailed consultation.

49. In addition to the consultation exercise, Equality Impact Assessments (EIAs) have been produced for all the savings proposals outlined in Appendix 1 and these have been provided for information in Appendix 2. These EIAs have considered feedback from the public consultation in shaping savings proposals where appropriate and will be considered further and alongside a cumulative EIA by Cabinet and Full Council. The cumulative assessment provides an opportunity to consider the multiple impacts across proposals as a whole and, therefore, identify any potential areas of multiple disadvantage where mitigating action(s) may be needed.

50. Together the *Balancing the Budget* consultation and Equality Impact Assessments have helped to shape the final proposals presented for approval in this report.
51. If the recommendations in this report are agreed, no further formal public consultation (Phase 2) will be required on the proposals.

REQUIRED CORPORATE AND LEGAL INFORMATION:

Links to the Strategic Plan

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

Other Significant Links

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

Section 100 D - Local Government Act 1972 - background documents

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

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

EQUALITIES IMPACT ASSESSMENT:

1. Equality Duty

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

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

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

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

2. Equalities Impact Assessment:

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

Performance, Human Resources & Partnerships – Proposed Savings Options (Subject to consultation where appropriate)

Ref.	Service Area and Description of Proposal	Impact of Proposal	2022/23 £'000	2023/24 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
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			0	0	75	2
Other CCBS savings:						
Executive Member for Recreation, Heritage and Rural Affairs			1,533	2,591	2,591	13-15
Executive Member for Commercial Strategy, Estates and Property			133	650	650	7
Executive Lead Member for Economy, Transport and Environment			0	0	45	1
Total Culture, Communities and Business Services			1,666	3,361	3,361	23-25

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Culture, Communities and Business Services EIAs

Savings Programme reference(s)	Service Area
CCBS08	Health and Safety

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

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 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	

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>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.</p>
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	<p>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.</p>
Pregnancy and maternity	<p>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.</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>
Race	<p>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.</p>
Religion or belief	<p>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.</p>

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

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 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
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 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

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