

# Public Document Pack



## EXECUTIVE DECISION DAY NOTICE

Executive Member for Commercial Strategy, Estates and  
Property Decision Day

**Date and Time** Wednesday 29th September, 2021 at 4.30 pm

**Place** Remote Meeting - Remote

**Enquiries to** [members.services@hants.gov.uk](mailto: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 - PROPERTY (Pages 3 - 50)

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 Commercial Strategy, Estates and  
Property services 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

<b>Decision Maker:</b>	Executive Member for Commercial Strategy, Estates and Property
<b>Date:</b>	29 September 2021
<b>Title:</b>	Savings Programme to 2023 – Revenue Savings Proposals – Property
<b>Report From:</b>	Director of Culture, Communities and Business Services and Director of Corporate Operations

**Contact name:** Felicity Roe

**Tel:** 01964 847876

**Email:** felicity.roe@hants.gov.uk

### Purpose of this Report

1. The purpose of this report is to outline the detailed savings proposals for Commercial Strategy, Estates and Property services 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 Commercial Strategy, Estates and Property 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. CCBS has taken a strategic and targeted approach to identifying its transformation opportunities and savings targets for SP2023.
24. 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, reduce core-funding to income-generating services, and develop key IT infrastructure to realise efficiencies and respond to changing customer needs and expectations.
25. 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.

26. 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.
27. 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.
28. The savings target set for CCBS is £3.361m of which £650,000 relates to savings from Commercial Strategy, Estates and Property. The savings target for Commercial Strategy, Estates and Property is comprised of:
- Property Services £300,000
  - Transformation and Business Services £350,000

### **Property Services**

29. Property Services is proposing to continue to drive efficiencies in its service delivery, with a particular focus on the implementation of new and improved digital platforms to improve outcomes and customer satisfaction. In particular, this will include delivery of Phase 2 implementation of the Concerto Asset Management System, exploiting digital tools to capture, analyse and report asset intelligence. This implementation is expected to benefit the management of the whole County Council estate. In addition, changes in future ways of working post-Covid, coupled with opportunities to exploit more digital ways of working, are expected to generate savings in areas that support the wider organisation's core requirements including soft facilities management and office support services.

### **Transformation and Business Services**

30. Transformation and Business Services comprises a number of different CCBS teams and their SP2023 savings are proposed to be achieved in a number of ways. The Hampshire Broadband Programme will be reviewed in line with the new national programme. Revenue budget for the team will be removed and programme gainshare will be used to meet the budget needs of the future programme. In addition, a review of the Business Support and Transformation teams will be undertaken to make efficiency savings from more joined-up and efficient operating models. CCBS will also review how customer contact is managed within the department, seeking ways to encourage greater customer self-service using digital channels, reducing dependency on more costly contact methods, and enabling associated cost savings to be made as a result.



## **Summary Financial Implications**

31. The savings target that was set for CCBS was £3.361m of which the savings from Commercial Strategy, Estates and Property services comprise £650,000 and the detailed savings proposals that are being put forward to meet this target are contained in Appendix 1.
32. 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. The proposals for Commercial Strategy, Estates and Property savings could deliver early achievement of £133,000 .

## **Workforce Implications**

33. Appendix 1 also provides information on the estimated number of reductions in staffing as a result of implementing the proposals.
34. Seven 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.
35. 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**

36. 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.
37. 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

38. 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.
39. 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.
40. 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.
41. 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%.
42. 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.
43. 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.
44. 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.
45. 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.
46. 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**

47. 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.
48. 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.
49. 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.

50. 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.
51. Together the *Balancing the Budget* consultation and Equality Impact Assessments have helped to shape the final proposals presented for approval in this report.
52. 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 <a href="https://democracy.hants.gov.uk/documents/s53375/MTFS%20-%20Cabinet%20FINAL.pdf">https://democracy.hants.gov.uk/documents/s53375/MTFS%20-%20Cabinet%20FINAL.pdf</a>	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).



**Commercial Strategy, Property and Estates – 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
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
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
<b>Total</b>			<b>133</b>	<b>650</b>	<b>650</b>	<b>7</b>
<b>Other CCBS savings:</b>						
Executive Member for Recreation, Heritage and Rural Affairs			1,533	2,591	2,591	13-15
Executive Member for Performance, HR and Partnerships			0	75	75	2

<b>Ref.</b>	<b>Service Area and Description of Proposal</b>	<b>Impact of Proposal</b>	<b>2022/23 £'000</b>	<b>2023/24 £'000</b>	<b>Full Year Impact £'000</b>	<b>Estimated Staffing Impact FTE</b>
	Deputy Leader		0	45	45	1
	<b>Total Culture, Communities and Business Services</b>		<b>1,666</b>	<b>3,361</b>	<b>3,361</b>	<b>23-25</b>

**Culture, Communities and Business Services EIAs**

<b>Savings Programme reference(s)</b>	<b>Service Area</b>
CCBS01	Property Services
CCBS05	Transformation and Business Services

### 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	<a href="mailto:rebecca.thompson@hants.gov.uk">rebecca.thompson@hants.gov.uk</a>	0370 779 2072	22.06.21	V2
2	EIA authoriser	Steve Clow	CCBS	Assistant Director	<a href="mailto:steve.clow@hants.gov.uk">steve.clow@hants.gov.uk</a>	0370 779 8845	30.06.21	V2
3	EIA Coordinator	Rebecca Prowting	CCBS	Transformation Manager	<a href="mailto:Eia.ccbs@hants.gov.uk">Eia.ccbs@hants.gov.uk</a>	0370 779 8946	23.06.21	V2

#### Section one – information about the service and service change

Service affected	Property Services
<b>Please provide a short description of the service / policy/project/project phase</b>	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.
<b>Please explain the new/changed service/policy/project</b>	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)

	<b>No, but is planned to be undertaken</b>
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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 <a href="#">EIA Guidance</a> 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

<b>Sex</b>		X				Staff
<b>Sexual orientation</b>		X				Staff
<b>Marriage &amp; civil partnership</b>		X				Staff
<b>Poverty</b>		X				Staff
<b>Rurality</b>		X				Staff

**Table 1b Impact Assessment – Customers (primarily considered as corporate services, schools, Police and Fire but could also include building occupants and users)**

<b>Protected characteristic (see <a href="#">EIA Guidance</a> for considerations)</b>	<b>Positive</b>	<b>Neutral</b>	<b>Negative - low</b>	<b>Negative - Medium</b>	<b>Negative - High</b>	<b>Affects staff, public or both?</b>
<b>Age</b>		X				'Customers'
<b>Disability</b>		X				'Customers'
<b>Gender reassignment</b>		X				'Customers'
<b>Pregnancy and maternity</b>		X				'Customers'

<b>Race</b>		x				'Customers'
<b>Religion or belief</b>		x				'Customers'
<b>Sex</b>		x				'Customers'
<b>Sexual orientation</b>		x				'Customers'
<b>Marriage &amp; civil partnership</b>		x				'Customers'
<b>Poverty</b>		x				'Customers'
<b>Rurality</b>		x				'Customers'

**Table 2 Geographical impact**

Does the proposal impact on a specific area?

<b>Area</b>	<b>Yes / no</b>	<b>Area</b>	<b>Yes / no</b>	<b>Area</b>	<b>Yes / no</b>
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**

<b>Protected characteristic</b>	<b>Brief explanation of why this has been assessed as having neutral or low negative impact</b>
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 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	<a href="mailto:Eia.ccbs@hants.gov.uk">Eia.ccbs@hants.gov.uk</a>	0370 779 8946	15.6.21	V2

**Section one – information about the service and service change**

<b>Service affected</b>	<b>Hampshire Broadband Programme, CCBS Business Support, CCBS Transformation Team</b>
<b>Please provide a short description of the service / policy/project/project phase</b>	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.

<b>Please explain the new/changed service/policy/project</b>	<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)

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 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 <a href="#">EIA Guidance</a> 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

<b>Poverty</b>		X				Staff
<b>Rurality</b>		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
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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	<a href="mailto:Eia.ccbs@hants.gov.uk">Eia.ccbs@hants.gov.uk</a>	0370 779 8946	15.6.21	V2

## Section one – information about the service and service change

<b>Service affected</b>	<b>CCBS Hantsdirect</b>
<b>Please provide a short description of the service / policy/project/project phase</b>	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.

<b>Please explain the new/changed service/policy/project</b>	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.
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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 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 <a href="#">EIA Guidance</a> 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

<b>Poverty</b>			X			Staff
<b>Rurality</b>			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	<a href="mailto:eia.ccbs@hants.gov.uk">eia.ccbs@hants.gov.uk</a>	0370 779 8946	15.06.21	2

## 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

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

## 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**

<b>Protected characteristic (see <a href="#">EIA Guidance</a> for considerations)</b>	<b>Positive</b>	<b>Neutral</b>	<b>Negative - low</b>	<b>Negative - Medium</b>	<b>Negative - High</b>	<b>Affects staff, public or both?</b>
<b>Age</b>			X			Public
<b>Disability</b>			X			Public
<b>Gender reassignment</b>		X				Public
<b>Pregnancy and maternity</b>		X				Public
<b>Race</b>			X			Public
<b>Religion or belief</b>		X				Public

<b>Sex</b>		X				Public
<b>Sexual orientation</b>		X				Public
<b>Marriage &amp; civil partnership</b>		X				Public
<b>Poverty</b>			X			Public
<b>Rurality</b>			X			Public

**Table 2 Geographical impact**

Does the proposal impact on a specific area?

<b>Area</b>	<b>Yes / no</b>	<b>Area</b>	<b>Yes / no</b>	<b>Area</b>	<b>Yes / no</b>
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 <b>older people</b>. 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 <b>disabilities</b>. 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 <b>English as a second language</b> 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 <b>lower socioeconomic groups</b> . 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 <b>rural areas</b> . 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

