

HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Executive Member for Recreation and Heritage
Date:	19 September 2019
Title:	Transformation to 2021 – Revenue Savings Proposals
Report From:	Director of Corporate Resources – Corporate Services and Director of Culture, Communities and Business Services

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Purpose of this Report

1. The purpose of this report is to outline the detailed savings proposals for Recreation and Heritage that have been developed as part of the Transformation to 2021 (Tt2021) Programme.

Recommendation

2. That the Executive Member for Recreation and Heritage approves the submission of the proposed savings options contained in this report and Appendix 1 to the Cabinet.

Executive Summary

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

Contextual information

6. Members will be fully aware that the County Council has been responding to reductions in public spending, designed to close the structural deficit within the economy, since the first reductions to government grants were applied in 2010/11 and then as part of subsequent Comprehensive Spending Reviews (CSRs).
7. Whilst the County Council understands the wider economic imperative for closing the structural deficit, the prolonged period of tight financial control has led to significant reductions in government grant and the removal of funding that was historically provided to cover inflation, coupled with continued underfunding for demand pressures. At the same time, the County Council has also had to respond to inflationary and growth driven increases in costs across all Services, but in particular Adults' and Children's Social Care.
8. One of the key features of the County Council's well documented financial strategy and previous savings programmes has been the ability to plan well in advance, take decisions early and provide the time and capacity to implement savings properly so that a full year impact is derived in the financial year that they are needed.
9. This strategy has enabled the County Council to cushion some of the most difficult implications of the financial changes which have affected the short-term financial viability of some County Councils, with Surrey previously considering a referendum for a 15% council tax increase and the well publicised financial issues facing Northamptonshire whose Director of Finance issued a Section 114 Notice in February 2018, imposing spending controls on the Council.
10. This approach has also meant that savings have often been implemented in anticipation of immediate need providing resources both corporately and to individual departments to fund investment in capital assets and to fund further change and transformation programmes to deliver the next wave of savings.
11. Whilst this has been a key feature of previous cost reduction programmes, it was recognised that the Transformation to 2021 (Tt2021) Programme, the fifth major cost reduction exercise for the County Council since 2010, would be even more challenging than any previous transformation and efficiency programme against the backdrop of a generally more challenging financial environment and burgeoning service demands.
12. Unsurprisingly, the Tt2021 Programme is building seamlessly on from the Transformation to 2019 (Tt2019) Programme, with projects and programmes of work set to go further and harder in a number of areas as the search for an additional £80m of savings (combining cost reduction and income generation) develops.
13. The Tt2021 work has been taken forward without any impacts for Tt2019 delivery with the Corporate Management Team (CMT) setting appropriate time aside for the Tt2021 planning process whilst maintaining a continued strong grip on Tt2019.
14. What is different to previous years, however, is the fact that the profile of delivery for the Tt2019 Programme is back-loaded, with some changes not being delivered at all until well after 2019/20. Secured savings exceeded the

£100m mark in the first quarter of 2019 which represented another major milestone for the Programme. However, this leaves £40m to deliver and as we move ahead we know that the remaining savings areas will be the most difficult to secure.

15. Whilst sufficient resources have been set aside to cover this delayed implementation the need to commence the successor programme does, therefore, mean that there will be overlapping change programmes which is another significant difference. This does increase the overall risk in the budget going forward and there is clearly no room for complacency especially as implementation and delivery of Tt2021 will begin to run alongside the Tt2019 Programme and strong focus will be required to ensure simultaneous delivery of both.
16. Departments have looked closely at potential opportunities to achieve the required savings and unsurprisingly the exercise has been extremely challenging because savings of £480m have already been driven out over the past nine years, and the fact that the size of the target (a further 13% reduction in departmental cash limited budgets) requires a complete “re-look”; with previously discounted options having to be re-considered. It has been a significant challenge for all departments to develop a set of proposals that, together, can enable their share of the Tt2021 Programme target to be delivered.
17. The opportunity assessment and planning work has confirmed the sheer complexity and challenge behind some of the proposals, which means in a number of areas more than two years will be required to develop plans and implement the specific service changes.
18. The cashflow support required to manage the extended delivery timetable for the Tt2021 Programme will in the most part be met from departmental cost of change reserves but further funding of £32m to provide for necessary investment and the later delivery has already been factored into the requirements for the Grant Equalisation Reserve going forward. This provision will be considered as part of the updated Medium-Term Financial Strategy (MTFS) that will be reported in October.
19. The County Council undertook an open public consultation called *Serving Hampshire – Balancing the Budget* which ran for six weeks between 5 June – 17 July. The consultation was widely promoted to stakeholders and residents and asked for their views on ways the County Council could balance its budget in response to continuing pressures on local government funding, and still deliver core public services.
20. The consultation was clear that a range of options would be needed to deliver the required £80m of savings by 2021. Therefore, whilst each option offers a valid way of contributing in-part to balancing the budget – plugging the estimated £80m gap in full will inevitably require a combination of approaches. For example, the Information Pack illustrated the amount of savings that would still be required even if council tax was increased by up to 10%. It explained that the £80m estimated budget shortfall took into account an assumed increase in ‘core’ council tax of 4.99% in both 2020/21 and 2021/22. The Pack also explained that if central government were to support changing local government arrangements in Hampshire, savings would still take several years

to be realised. Residents were similarly made aware that the use of reserves would only provide a temporary fix, providing enough money to run services for around 27 days.

21. As the consultation feedback confirms, a number of different approaches are likely to still be needed to meet the scale of the financial challenge. Consequently, the County Council will seek to:
 - **continue with its financial strategy**, which includes:
 - **targeting resources** on the most vulnerable adults and children
 - **using reserves carefully** to help meet one-off demand pressures
 - **maximise income generation** opportunities;
 - **lobby central government** for legislative change to enable charging for some services;
 - **minimise reductions and changes to local services** wherever possible, including by raising council tax by 4.99%;
 - consider further the opportunities for **changing local government arrangements** in Hampshire.
22. Executive Members and Chief Officers have been provided with the key findings from the consultation to help in their consideration of the final savings proposals for this report. Responses to the consultation will similarly help to inform the decision making by Cabinet and Full Council in October and November of 2019 on options for delivering a balanced budget up to 2021/22, which the Authority is required by law to do.
23. In addition, Equality Impact Assessments have also been produced for all of the detailed savings proposals and these together with the broad outcomes of the consultation and the development work on the overall Tt2021 Programme have helped to shape the final proposals presented for approval in this report.

Budget Update

24. Members will be aware that 2019/20 represented the final year of the current Spending Review period and that no indication has previously been provided by Government about the prospects for local government finance beyond this time. Although a further 4 year Spending Review had originally been planned for the summer of this year, this was impacted by Brexit and the national political situation.
25. In recent years, significant lobbying of the Government has been undertaken by Hampshire and the wider local government sector in order to ask them to address the financial pressures we are facing and to convince them to provide an early indication of the financial position beyond 2019/20 to aid medium term financial planning and to address the more immediate issue of budget setting for 2020/21. Whilst the news of a single year settlement was not welcome, it was not unexpected and was partly balanced by the promise of an early indication of the 'settlement' for local government.
26. The Spending Round announcement took place on 4 September and the key issues from a Hampshire perspective were :

- £2.5bn nationally for the continuation of existing one off grants across social care services (worth around £38.5m to Hampshire) most of which had already been assumed in the MTFS.
 - An extra £1bn for adults' and children's social care services, representing between £15m and £20m to Hampshire depending on the distribution methodology, which will be consulted upon.
 - Core council tax of 2% and the continuation of a 2% adult social care precept. This is below our assumptions in the MTFS and would lose the County Council around £12m of recurring income over the two years of the Tt2021 Programme.
 - Additional funding for schools, which includes extra funding for Special Educational Needs of £700m. If this was distributed on the same basis as previous additional grant, our share would be around £16.8m and would help to address the future growth in this area, but does not provide a solution to the cumulative deficit position schools will face at the end of 2019/20.
27. The content of the proposed settlement and the issues it addressed were pleasing to see as they mirrored the key issues that we have been consistently raising for some time directly with the Government and through our local MPs.
28. In overall terms, there is a net resource gain to the County council, albeit that is only for one year at this stage. However, the cost pressures we face, particularly in adults and children's social care services are significantly outstripping the forecasts that were included in the original Tt2021 planning figures.
29. Without the additional injection of funding, the County Council would have faced a revised deficit position well in excess of £100m by 2021/22, but the additional resources bring us back to a broadly neutral position.
30. More detail will be provided in the update of the MTFS and as part of the Member briefings that will take place as part of the Tt2021 decision making process.

Transformation to 2021 – Departmental Context

31. CCBS has taken a targeted approach to identifying its transformation opportunities, defining the strategic direction for services that looks beyond 2021.
32. CCBS' savings proposals have been defined against a challenging backdrop. The department currently delivers services that generate £115M of income annually. This income has to be maintained while savings are made and additional income is generated to meet the T21 targets. Services that are generating income to cover all or part of their costs need to work to tight margins and be highly efficient and effective.
33. Services such as Libraries and the Countryside service are highly visible to Hampshire residents and have very significant user bases. The proposed changes would be managed carefully and the impacts mitigated as far as

possible. However, the proposals for decision would have local impacts that cannot be avoided.

34. The department is continuing to develop and embed core commercial values to ensure maximum public value from all assets and services. There is also a programme of ongoing investment in key IT infrastructure and upskilling of staff to exploit new digital tools and platforms.
35. The overall savings target set for Culture, Communities and Business Services is £3.382 million of which £2.451 million relates to Recreation and Heritage services.
36. The savings target for Recreation and Heritage is made up of:
 - Library Service £1.76 million
 - Countryside Service £195,000
 - Archives and Records £90,000
 - Grants and Arts and Museums Grant Funding £406,000

The overall Countryside saving target is £300,000 with the balance of this sum attributable to services within the portfolio of the Executive Member for Countryside and Rural Affairs.

Library Service

37. The Service is developing a new Strategy to 2025, details of which are set out elsewhere in this agenda. Phase 1 of the Strategy will focus on key areas to deliver savings for Tt2021:
 - **Income generation.** It is proposed that all current charging and pricing arrangements including for events and activities in libraries are reviewed. Increased arrangements for long term lease and room hire arrangements with Partners would be sought. A specific business plan would be implemented for Winchester Discovery Centre to significantly reduce costs and increase income across a range of space-utilisation opportunities. Opportunities for sponsorship and donations are being pursued.
 - **Operations.** It is proposed that opening hours across all tiers of library be reviewed and that the level of the County Council's support to Community Libraries is reassessed.
 - **Asset strategy.** Performance and financial data has been analysed to inform consideration of alternative delivery models, relocations or closures of some libraries. Any proposal for closure would, in the first instance, invite expressions of interest from the local community to take on the running of that local library.
 - **Delivery efficiencies.** A range of delivery efficiencies, which in most cases will have little or no impact on the service experience of customers, will be progressed within a business-as-usual context. Many of these reflect the increasing availability of high quality, free, online versions of digital packages currently purchased by the library service for library member use. Where appropriate support will be provided to signpost

customers to these alternative sources. There will be a rationalisation of the Go-Online public computers to better reflect usage patterns – it is anticipated that this will have minimal, if any, impact on service users as it is only removing surplus capacity.

38. If the Executive Member approves the proposals outlined above then a public consultation (Phase 2) would need to be undertaken as the Library Service is a statutory service. It is anticipated that the consultation could start in November 2019, after County Council on 7 November.

Countryside Service

39. Of the total £300k savings target for the Countryside Service, £195,000 is attributed to the Executive Member for Recreation and Heritage.
40. It is proposed that the Countryside Service focuses on three areas to deliver income and/or efficiencies:
 - **Car-parking strategy.** A range of solutions are being considered for sites across the county (not Country Parks), including the expansion of Automatic Number Plate Recognition (ANPR) and delivery of car parking solutions for others.
 - **Service re-design.** The vision and service strategy beyond 2021 would include workforce changes to achieve more integrated service delivery, partnership working, improvements in staff utilisation and maximising digital solutions.
 - **Operational efficiencies and income generation.** Proposals include benchmarking charges to maximise income; delivering projects for others or in partnership; a programme of operational efficiencies to maximise digital opportunities e.g. online payment solutions and vehicle rationalisation and sharing, with a focus on environmentally friendly options e.g. electric vehicles.
41. Only the car parking strategy sits entirely within the Executive Member for Recreation and Heritage portfolio area and therefore the entire saving would be attributed to this portfolio. Local consultation on car parking changes will be undertaken as appropriate.
42. Implementation of the other two workstreams would have impacts across the whole of the Countryside Service and both Executive Member for Recreation and Heritage and Executive Member Countryside and Rural Affairs portfolios would be equally impacted. The savings from service re-design and operational efficiencies and income generation would be split equally across these two portfolios.

Archives and Records

43. The savings target for the Archives and Records service is £90,000. It is proposed that the service would increase income through digitising archive material on a pay-to-view basis; increasing charges; introducing charges for enhanced management of private collections; expanding hire of the Records Office facilities; providing chargeable consultancy services and exploring partnership opportunities such as running joint events.

44. It is proposed that service efficiencies are delivered through reductions to opening hours; extending volunteer support and making savings in the running costs of the Record Office building.

Grants and Arts and Museums Grants Funding

45. There is a £406,000 target saving against all CCBS grant streams. The grant arrangements with the Hampshire Cultural Trust (HCT) include year on year reductions to reflect the HCC budget pressures and this gives a reduction of £232,000 to contribute to the T21 savings. A fortuitous reduction in on-going pension liabilities for former HCC staff in the HCT will also provide an additional £49,000 contribution to the savings. A proportionate reduction in the Recreation and Heritage grants fund would give a saving of £76,000, a proportionate reduction in the Energise Me grant would give a saving of £17,000 and a residual £32,000 from the former Communities team could also be included in the savings.

Summary Financial Implications

46. The overall savings target that was set for Culture, Communities and Business Services was £3.382 million of which £2.451 million relates to Recreation and Heritage services. The detailed savings proposals that are being put forward to meet this target are contained in Appendix 1.
47. All savings could be achieved on time with £643,000 achieved early in 2020/21.

Workforce Implications

48. Appendix 1 also provides information on the estimated reductions in staffing that would result from implementing the proposals.
49. 42 - 58 Full Time Equivalent (FTE) posts would potentially be affected, the majority of which would be in the Library Service. The Department would seek in the first instance to achieve any required reductions in posts through vacancy management, natural turnover and ending of fixed term arrangements where appropriate. However, this may not be sufficient to achieve in full the overall level of reduction required.
50. 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 exploring voluntary redundancy where appropriate will be continued. The County Council would ensure appropriate consultation with staff and trade unions about workforce implications at the appropriate time and in accordance with County Council policies and procedures.
51. Due to the fully integrated management of the Countryside Service any staffing reductions required would be shared between the Executive Member for Recreation and Heritage and the Executive Member for Countryside and Rural Affairs, subject to the outcome of the Service re-design proposal.

Consultation, Decision Making and Equality Impact Assessments

52. As part of its prudent financial strategy, the County Council has been planning since June 2018 how it might tackle the anticipated deficit in its budget by 2021/22. As part of the MTFs, which was last approved by the County Council in September 2018, initial assumptions have been made about inflation, pressures, council tax levels and the use of reserves. Total anticipated savings of £80m are required and savings targets were set for departments as part of the planning process for balancing the budget.
53. The proposals in this report represent suggested ways in which departmental savings could be generated to meet the target that has been set as part of the Tt2021 Programme. Individual Executive Members cannot make decisions on strategic issues such as council tax levels and use of reserves and therefore, these proposals, together with the outcomes of the *Serving Hampshire - Balancing the Budget* consultation exercise outlined below, will go forward to Cabinet and County Council and will be considered in light of all the options that are available to balance the budget by 2021/22.
54. The County Council undertook an open public consultation called *Serving Hampshire – Balancing the Budget* which ran for six weeks from 5th June to the 17th July 2019. The consultation was widely promoted to stakeholders through a range of online and offline channels including: the County Council's website; local media and social media channels; the County Council's residents' e-newsletter *Your Hampshire*; direct mail contact to a wide range of groups and organisations across Hampshire; posters and adverts in County Council libraries, Country Parks, at Hillier Gardens and Calshot Activity Centre; in residential and day care settings, on electronic noticeboards in GP surgeries and healthcare settings. Information Packs and Response Forms were available in hard copy in standard and Easy Read, with other formats available on request. Comments could also be submitted via email, letter or as comments on social media.
55. The consultation sought residents' and stakeholders' views on several options that could contribute towards balancing the revenue budget, and any alternatives not yet considered – as well as the potential impact of these approaches. The consultation was clear that a range of options would be needed to meet the required £80m savings by 2021. For example, the Information Pack illustrated the amount of savings that would still be required even if Council Tax was increased by up to 10%.
56. 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.
57. Information on each of the above approaches was provided in an Information Pack. This set out the limitations of each option, if taken in isolation, to achieving required savings. For example, supporting information explained that

the £80m estimated budget shortfall took into account an assumed increase in 'core' Council Tax of 4.99% in both 2020/21 and 2021/22. The Pack also explained that if central Government were to support changing local government arrangements in Hampshire, savings would still take several years to be realised. Residents were similarly made aware that the use of reserves would only provide a temporary fix, providing enough money to run services for around 27 days.

58. 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.
59. A total of 5,432 responses were received to the consultation – 4,501 via the Response Forms and 931 as unstructured responses through email, letter and social media.
60. The key findings from consultation feedback are as follows:
 - The majority of respondents (52%) agreed that the County Council should continue with its current **financial strategy**. This involves **targeting resources on the most vulnerable** people; **planning ahead** to secure savings early and enable investment in more efficient ways of working; and the **careful use of reserves** to help address funding gaps and plug additional demand pressures e.g. for social care.
 - Achieving the required savings is likely to require a multi-faceted approach. However, respondents would prefer that the County Council seeks to explore all other options before pursuing proposals to reduce and change services – in particular, opportunities to **generate additional income** and **lobby central Government for legislative change**.
 - Just over one in three respondents (37%) agreed with the principle of **reducing or changing services** - but the proportion who disagreed was slightly higher (45%)
 - Of all the options, this was respondents' **least preferred**.
 - Around half of respondents (**52%**) **agreed** with the principle of **introducing and increasing charges** to help cover the costs of running some local services, but over one-third (39%) felt that additional charges should not be applied.
 - Respondents were in favour of **lobbying central Government** to allow charging in some areas:
 - 66% agreed with charging for issuing Older Person's Bus Passes
 - 64% agreed with charging for Home to School Transport
 - 56% agreed with diverting income from speeding fines or driver awareness courses
 - However, in other areas, opinions were more mixed:
 - 42% agreed and 43% disagreed with recouping 25% of concessionary fares
 - most did not feel that it would be appropriate to lobby for charges relating to library membership (60% disagreement) or HWRCs (56% disagreement)

- Overall, lobbying for legislative change to enable charging was respondents' **second preferred option**
- Of all the options presented, generating **additional income** was the most **preferred option**. Suggestions included:
 - Improving the efficiency of council processes
 - Increasing fees or charges for services
 - Using council assets in different ways
 - Implementing new, or increasing existing, taxes
 - Lobbying central Government for more funding.
- Six out of ten respondents (61%) agreed with the position that **reserves should not be used** to plug the budget gap.
- Most respondents (55%) preferred the County Council to raise **Council Tax** by less than 4.99%. This compared to 34% of respondents whose first choice was to raise Council Tax by 4.99%. There was limited support for a rise in Council Tax above this level (14%).
- More than half of those who responded (**61%**) **agreed** that consideration should be given to **changing local government arrangements** in Hampshire.
- One in three (36%) respondents noted **potential impacts** on poverty (financial impacts), age (mainly older adults and children), disability and rurality.
- Staffing efficiencies were the most common focus of **additional suggestions** (31%).
- The 931 unstructured **other responses** to the consultation primarily focused on ways to reduce workforce costs (26% of comments), the impact of national politics on local government (8%), the need to reduce inefficiency (6%) and both support and opposition to Council Tax increases (7%).
- There were 238 free text responses that mentioned libraries at least once and, in some cases, several times. All of these the comments have been analysed and sent to the Executive Member for Recreation and Heritage as background to this report.

Proposals following consultation feedback

61. Executive Members and Chief Officers have been provided with the key findings from the consultation to help in their consideration of the final savings proposals. As the consultation feedback confirms, a number of different approaches are likely to still be needed to meet the scale of the financial challenge. Consequently, the County Council will seek to:
- **continue with its financial strategy**, which includes:
 - **targeting resources** on the most vulnerable adults and children
 - **using reserves carefully** to help meet one-off demand pressures

- **maximise income generation** opportunities;
 - **lobby central Government** for legislative change to enable charging for some services;
 - **minimise reductions and changes to local services** wherever possible, including by raising Council Tax by 4.99%;
 - consider further the opportunities for **changing local government arrangements** in Hampshire.
62. The proposals set out in Appendix 1 have, wherever possible, been developed in line with these principles.
63. Following the Executive Member Decision Days, all final savings proposals will go onto be considered by the Cabinet and the County 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 the County Council, some proposals may be subject to further, more detailed consultation.
64. In addition to the consultation exercise, Equality Impact Assessments (EIAs) have been produced for all the savings proposals outlined in Appendix 1 and these have been provided for information in Appendix 2. These will be considered further and alongside a cumulative Equality Impact Assessment 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.
65. Together the Balancing the Budget consultation and Equality Impact Assessments have helped to shape the final proposals presented for approval in this report.
66. If the recommendations in this report are agreed, further county-wide consultation (Phase 2) will be undertaken on the proposals for changes to the Library Service. It is proposed that the consultation commence in November 2019, following Full Council. The outcomes of that consultation, with associated recommendations, will be reported to the Executive Member for Recreation and Heritage in June 2020.

Equalities Impact Assessments (EIAs)

67. EIAs have been completed for the savings proposed in this report and they are detailed in Appendix 2. Data has been analysed to provide a cumulative assessment showing:

The type and level of impact proposals could have (high/ med/ low negative, negative or positive);

Which of the 11 characteristics¹ could be impacted (age, disability, poverty, gender, rurality, pregnancy / maternity, race, gender reassignment, sexual orientation, marriage / civil partnership, religion or belief).

68. The chart below provides a summary of the anticipated impacts by characteristic. It shows that the key characteristics most likely to be negatively impacted are age and disability, but in all cases the impact is judged to be low. Poverty is the characteristic with the next highest number of negative impacts.

EIA	Age	Disability	Sexual orient'ion	Race	Religion / belief	Gender Reassign'	Gender	Marriage / civil ptn'ship	Preg & Mat	Poverty	Rurality
Countryside Service – Customer Impacts		L								L	
Countryside Service – Staff Impacts	L										
Hampshire Archives and Local Studies - Customer Impacts	L										
Hampshire Archives and Local Studies - Staff Impacts	L	L									
Library Service - Service User Impacts	L	L								L	L
Library Service - Staff Impacts	L	L					L		L	L	L

¹ The County Council assesses impacts against a broader group of characteristics than the nine protected characteristics contained within the Equality Act.

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

Hampshire maintains strong and sustainable economic growth and prosperity:	Yes
People in Hampshire live safe, healthy and independent lives:	Yes
People in Hampshire enjoy a rich and diverse environment:	Yes
People in Hampshire enjoy being part of strong, inclusive communities:	Yes

Other Significant Links

Links to previous Member decisions:	
<u>Title</u>	<u>Date</u>
Direct links to specific legislation or Government Directives	
<u>Title</u>	<u>Date</u>
Looking Ahead - Medium Term Financial Strategy https://democracy.hants.gov.uk/ielssueDetails.aspx?IId=10915&PlanId=0&Opt=3#A18687	Cabinet - 18 June 2018 County Council – 20 September 2018

Section 100 D - Local Government Act 1972 - background documents

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

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

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 completed for each savings proposal and copies are provided at Appendix 2.

Recreation and Heritage – Proposed Savings Options (Subject to consultation where appropriate)

Ref.	Service Area and Description of Proposal	Impact of Proposal	2020/21 £'000	2021/22 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
CCBS01	Library Service income generation	There would be an impact on customers if some services are stopped, become chargeable or if the charges are increased.	95	355	355	0
CCBS01	Library Service – Operations – to reduce opening hours and review Community Libraries	There would be an impact on customers and library staff if opening hours are reduced or if libraries are closed.	125	1,105	1,105	40-50
CCBS01	Library Service – Asset Strategy – to potentially close or relocate libraries	There would be an impact on the Local Groups which run the Community Libraries and the customers who use them.				
CCBS01	Library Service – delivery of efficiencies including the digital resources budget and a rationalisation of the number of public computers in libraries	Some customers would need to learn to use alternative free-to-use online versions of current library digital packages. The impact of the rationalisation of computers is expected to be minimal as the intention is to remove only surplus capacity. A programme to introduce wi-fi printing will also offset any impact.	180	300	300	0
CCBS04	Countryside – Car Parking Strategy	There would be an impact on customers who use the areas of countryside affected by the charges.	20	90	90	0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2020/21 £'000	2021/22 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
CCBS04	Countryside – Service Re-design	Countryside staff would be impacted by changes to service delivery		67	67	1 – 5 ⁽¹⁾
CCBS04	Countryside – Operational Efficiencies	There would be minimal impact on staff and customers as this is seeking efficiencies through digital solutions, amongst others, that should result in improved customer service and more effective working practices	20	38	38	0
CCBS05	Archives and Records – improved income and efficiencies	There would be a limited impact upon staff and customers linked to reductions in building opening hours, but improved customer service in terms of digital access	30	90	90	1 - 3
CCBS06	Arts and Museums Grants funding and grants to Energise Me and cultural and community organisations	The reduction in grant to the Hampshire Cultural Trust has been previously agreed as part of their funding agreement with the County Council. There would be little impact as a result of reducing grants to cultural and community organisations as the majority are no longer dependent on annual revenue funding from the County Council. Energise Me will have 18 months to plan for the grant reduction.	173	406	406	0
Totals			643	2,451	2,451	42 – 58 ⁽¹⁾
Reported to Executive Member for Countryside and Rural Affairs			20	131	131	
Reported to Executive Member for Policy and Resources			291	800	800	6 - 24

Ref.	Service Area and Description of Proposal	Impact of Proposal	2020/21	2021/22	Full Year Impact	Estimated Staffing Impact FTE
			£'000	£'000	£'000	
	Total Culture, Communities and Business Services		954	3,382	3,382	48 - 82

⁽¹⁾ To maintain efficiency, the Countryside Service operates a fully integrated team and as a result a proportion of any staffing reductions required would be shared between the Executive Member for Recreation and Heritage and the Executive Member for Countryside and Rural Affairs. The figure quoted here relates to the full saving not just the share attributed to the Executive Member for Recreation and Heritage.

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: Countryside Service – Customer Impacts

T21 Opportunity Reference: T21 CCBS04

Name of the accountable Officer: Jo Heath

Email address of the accountable Officer: Jo.Heath@hants.gov.uk

Department:

Adults' Health and Children's Services
Care

Corporate
Services

Culture,
Communities and
Business Services

Economy,
Transport and
Environment

Date of assessment: 13/05/2019

Is this a detailed or an overview EIA?

Detailed

Overview

Description of service / policy and the proposed change

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

The Service manages a small number of sites which include car parks that are currently free of charge. The priority for the Service is to manage these sites in line with our statutory responsibilities for the landscape, ecology & heritage features as well as visitor safety. The Service has a statutory responsibility to manage the Definitive Map & Statement for Rights of Way in Hampshire. This includes receiving & processing a range of legal functions relating to the Definitive Map including temporary closures, diversions and additions of Rights of Way. A range of charges are made to those wishing to apply for these changes including members of the public and organisations such as developers.

Geographical impact:

All Hampshire

Basingstoke & Deane

East Hampshire

Eastleigh

Fareham

Gosport

Hart

Havant

New Forest

Rushmoor

Test Valley

Winchester

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

The current proposals that may impact on customers are:

To increase income by introducing car parking charges or asking for voluntary car parking contributions at countryside service sites where it is currently free to park.

To review charges currently made to applicants wishing to apply for a change to the Definitive Map & Statement for Rights of Way in Hampshire to ensure we are maximising income whilst remaining competitive. This is likely to result in increased charges.

Who does this impact assessment cover?

Service users

HCC staff (including partners)

Engagement and consultation

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

Has any pre-consultation engagement been carried out?

- Yes
 No
 No, but planned to take place

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

No specific consultation has been carried out on this proposal – however, the County Council’s Serving Hampshire Balancing the Budget consultation (2019-2021) will seek residents’ and stakeholders’ views on strategic options for funding the Authority’s budget gap. The outcome of this consultation will be presented to Cabinet in October 2019. When decisions are made to pursue the options, further specific consultation will be carried out with stakeholders on the detailed options where required.

Consideration of impacts

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

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

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

Statutory considerations					
	Positive	Neutral	Low negative	Medium negative	High negative
Age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
	Positive	Neutral	Low negative	Medium negative	High negative
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	<i>Charging for blue badge holders will be included along with other parking charges in the service. A discounted annual membership rate for blue badge holders will also be introduced, where feasible.</i>				
Mitigation:					
	Positive	Neutral	Low negative	Medium negative	High negative
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
	Positive	Neutral	Low negative	Medium negative	High negative
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					

Mitigation:					
	Positive	Neutral	Low negative	Medium negative	High negative
Religion or belief	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					
	Positive	Neutral	Low negative	Medium negative	High negative
Gender reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					
	Positive	Neutral	Low negative	Medium negative	High negative
Gender	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					
	Positive	Neutral	Low negative	Medium negative	High negative
Marriage or civil partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					
	Positive	Neutral	Low negative	Medium negative	High negative
Pregnancy and maternity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					
Other considerations					
	Positive	Neutral	Low negative	Medium negative	High negative
Poverty	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: <i>Charges will be benchmarked against similar services run by other organisations to ensure good value for money. We will offer membership schemes which will be more affordable for regular users than paying daily charges and flexible rates, potentially including free periods, to limit the impact on customers.</i>					
Mitigation:					
	Positive	Neutral	Low negative	Medium negative	High negative
Rurality	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					

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

Additional information

Click here for guidance on any other factors to consider.

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

(optional)

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

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Countryside Service – Staff Impacts*

T21 Opportunity Reference: *T21 CCBS04*

Name of the accountable Officer: *Jo Heath*

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

Department:

Adults' Health and Children's Services
Care



Corporate
Services



Culture,
Communities and
Business Services



Economy,
Transport and
Environment



Date of assessment: *13/05/2019*

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

Description of service / policy and the proposed change

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

This EIA is assessing staff impact on the re-shaping of staff resources in the service, including the senior management team and redefining the operational teams, including a review of ranger roles, which will also seek to make operational efficiencies.

Geographical impact:

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

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

The proposal is to review and re-shape the staffing resource to re-align more effectively with the future needs of the service, ensure consistency with roles and responsibilities and consider alternative way of delivering functions within the service, including opportunities to fund posts from external sources, without significantly reducing the service. Several options are currently being considered that would generate a saving for the Service.

While this may alter roles within the team it is not anticipated that it will significantly impact on staff numbers, currently the impact is estimated to affect 1-5 staff. This risk will be mitigated by managing through natural wastage where possible.

Who does this impact assessment cover?

- Service users HCC staff (including partners)

Engagement and consultation

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

Has any pre-consultation engagement been carried out?

- Yes
 No
 No, but planned to take place

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

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

Consideration of impacts

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

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

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

Statutory considerations					
	Positive	Neutral	Low negative	Medium negative	High negative
Age	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	<i>Depending on the proposal there is a risk it may impact on certain age groups more than others. This will be reviewed once the initial proposals have been developed.</i>				
Mitigation:					
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
Race	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					

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

Impact:
Mitigation:

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

Impact:
Mitigation:

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

Impact:
Mitigation:

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

Impact:
Mitigation:

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

Impact:
Mitigation:

Other considerations

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

Impact:
Mitigation:

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

Impact:
Mitigation:

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

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Hampshire Archives and Local Studies - Customer Impacts*

T21 Opportunity Reference: *T21 CCBS05*

Name of the accountable Officer: *Tickle, John*

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

Department:

Adults' Health and Children's Services
Care

Corporate
Services

Culture,
Communities and
Business Services

Economy,
Transport and
Environment

Date of assessment: *13/05/2019*

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

Description of service / policy and the proposed change

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

Hampshire's Archives and Local Studies service provides public access - both on site and remotely - to its archive holdings relating to the history of Hampshire and its people. Our customers include individuals and groups interested in our collections for a range of purposes including family history, local history, and for practical, professional and other evidential reasons.

Geographical impact:

- All Hampshire
- Basingstoke & Deane
- East Hampshire
- Eastleigh

- Fareham
- Gosport
- Hart
- Havant

- New Forest
- Rushmoor
- Test Valley
- Winchester

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

To make savings or generate additional income in order to cover a budget reduction from 2021 onward. Savings made will include reducing staffing levels while additional income will be achieved through a range of measures including online pay-per-view access to popular archives, increased contributions from depositors, and provision of paid-for professional services to external organisations.

Who does this impact assessment cover?

- Service users
- HCC staff (including partners)

Engagement and consultation

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

- Yes
 No
 No, but planned to take place

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

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

Consideration of impacts

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

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

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

Statutory considerations

	Positive	Neutral	Low negative	Medium negative	High negative
Age	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	<p><i>Visitors over the age of 60 are very well represented in our customer base (56% in the last published Survey of Visitors undertaken in 2016). Access to our collections on site will remain free of charge. Our income-generating measures will extend the range of services we offer (e.g. consultancy, digitisation) and make a significant contribution towards sustaining the services for the benefit of our customers now and in the future.</i></p> <p><i>A key income strand will be derived from the online pay-per-view service. This will provide wider and easier access to popular records; charges will be likely to offset travel costs for customers. Savings may result in some reductions in aspects of the overall service, such as opening hours; however, digital access to collections will help mitigate this. The impact for this group is therefore assessed as low.</i></p>				
Mitigation:					
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					

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

Impact:
Mitigation:

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

Additional information

Click here for guidance on any other factors to consider.

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

(optional)

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

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Hampshire Archives and Local Studies - Staff Impacts*

T21 Opportunity Reference: *T21 CCBS05*

Name of the accountable Officer: *John Tickle*

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

Department:

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

Date of assessment: *13/05/2019*

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

Description of service / policy and the proposed change

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

Hampshire's Archives and Local Studies service provides public access - both on site and remotely - to its archive holdings relating to the history of Hampshire and its people. Our customers include individuals and groups interested in our collections for a range of purposes including family history, local history, and for practical, professional and other evidential reasons.

Geographical impact:

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

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

To make savings and generate additional income in order to cover a budget reduction from 2021 onward. Staff turnover will present an opportunity to generate savings. There will be a greater focus by staff on income-generating activities, requiring some re-prioritisation of work programmes.

Who does this impact assessment cover?

- Service users HCC staff (including partners)

Engagement and consultation

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

Has any pre-consultation engagement been carried out?

- Yes No No, but planned to take place

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

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

Consideration of impacts

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

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

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

Statutory considerations

	Positive	Neutral	Low negative	Medium negative	High negative
Age	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	<i>The proportion of staff in the older age brackets is relatively high (52.4% of the workforce is over the age of 50). The impact of the budget cuts are likely to be increased pressure on staff to deliver services, however the proposals include a greater emphasis on customer self-service (including online pay-per-view access to collections) and the review and reprioritisation of current work processes. Due to these other changes to mitigate the increased pressure, the overall impact on staff has been assessed as low.</i>				
Mitigation:					
	Positive	Neutral	Low negative	Medium negative	High negative
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	<i>The proportion of staff who have declared a disability is relatively high (4.8% of the workforce compared with 1.7% reported across the council). The impact of the budget cuts are likely to be increased pressure on staff to deliver services, however the proposals include a greater emphasis on customer self-service (including online pay-per-view access to collections) and the review and reprioritisation of current work processes. Due to these other changes to mitigate the increased pressure, the overall impact on staff has been assessed as low.</i>				
Mitigation:					
	Positive	Neutral	Low negative	Medium negative	High negative
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					

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

Impact:
Mitigation:

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

Additional information

Click here for guidance on any other factors to consider.

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

(optional)

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

Transformation to 2021 proposal details

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

T21 Opportunity Reference: *T21 CCBS01*

Name of the accountable Officer: *Emma Noyce*

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

Department:

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

Date of assessment: *13/05/2019*

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

Description of service / policy and the proposed change

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

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

Geographical impact:

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

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

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

Who does this impact assessment cover?

- Service users HCC staff (including partners)

Engagement and consultation

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

Has any pre-consultation engagement been carried out?

- Yes
 No
 No, but planned to take place

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

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

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

Consideration of impacts

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

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

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

Statutory considerations

	Positive	Neutral	Low negative	Medium negative	High negative
Age	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	<i>Changes to the service to achieve Transformation to 2021 savings could impact disproportionately on age groups that use the library to a greater extent, including children and older people.</i>				
Mitigation:	<i>Changes to the current library service operating model and efforts to improve income generation will be underpinned by data and an understanding of future customer need. This will take into account the needs of specific demographic groups, including protected characteristics such as age.</i>				
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	<i>Changes to the service to achieve Transformation to 2021 savings could impact disproportionately on residents with disabilities, as access to physical library services and information could be changed, through a review of the operating model and/or opening hours.</i>				
Mitigation:	<i>Changes to the current library service operating model will be underpinned by data and an understanding of future customer need. This will take into account the needs of specific demographic groups, including protected characteristics such as disability. There are also a range of digital services available to residents that can be accessed outside of a physical library building 24/7.</i>				
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					

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

Other considerations

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

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

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

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

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

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

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

Additional information

Click here for guidance on any other factors to consider.

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

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

Transformation to 2021 proposal details

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

T21 Opportunity Reference: *T21 CCBS01*

Name of the accountable Officer: *Emma Noyce*

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

Department:

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

Date of assessment: *13/05/2019*

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

Description of service / policy and the proposed change

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

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

Geographical impact:

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

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

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

Who does this impact assessment cover?

- Service users HCC staff (including partners)

Engagement and consultation

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

Has any pre-consultation engagement been carried out?

- Yes
 No
 No, but planned to take place

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

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

Consideration of impacts

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

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

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

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

**Impact:
Mitigation:**

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

**Impact:
Mitigation:**

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

**Impact:
Mitigation:**

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

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

Mitigation:

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

**Impact:
Mitigation:**

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

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

Mitigation:

Other considerations

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

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

Mitigation:

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

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

Mitigation:

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

Additional information

Click here for guidance on any other factors to consider.

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

(optional)

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