

HAMPSHIRE COUNTY COUNCIL

Decision Report

Decision Maker:	Executive Member for Policy and Resources
Date:	24 September 2019
Title:	Transformation to 2021 – Revenue Savings Proposals
Report From:	Chief Executive, Director of Transformation & Governance, Director of Culture, Communities & Business Services, and Deputy Chief Executive & Director of Corporate Resources

Contact name: Stephanie Randall and Patrick Blogg

Tel:	01962 846531 01962 845038	Email:	Stephanie.randall@hants.gov.uk Patrick.blogg@hants.gov.uk
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Purpose of this Report

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

Recommendation(s)

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 Policy and Resources 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 properly implement savings 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. The savings target for Policy and Resources is £7.950m (£4.568m for Corporate Services, and £3.382m for Culture, Communities and Business Services (CCBS)).
32. Following on from the successful delivery of the Transformation to 2019 programme of efficiency savings, Departmental Management teams within Policy and Resources have identified a number of further transformation opportunities that will seek to deliver this target.
33. These opportunities have been developed with the intention of further building on previous efficiencies delivered, but also to explore where departments can deliver new savings (and maximise income generation), considering continuing and challenging funding reductions.
34. Further details of these proposals are outlined within the following paragraphs. Some CCBS services are part of the portfolios of the Executive Member for Recreation and Heritage and the Executive Member for Countryside and Rural Affairs. Where CCBS budgets have therefore been subject to Decisions by these Executive Members they are reported here for the sake of completeness.

Corporate Services

35. The proposed Transformation programme for Corporate Services will focus on the delivery of efficiency savings required by April 2021, but will also continue to build on, and further improve where possible, changes to the delivery of key support services implemented as part of the Transformation to 2017 and 2019 programme's.
36. However, it is important to note that Corporate Services teams will continue to provide critical support to other Departments during the delivery of their own Transformation programmes, the potential timeframes for which are expected to extend beyond April 2021 in places. As such, this will also mean that these supporting resources will need to be in place for longer, placing an additional burden on these teams.
37. Whilst in relative terms Policy and Resources Departments are in quite a strong financial position, pressure continues to build in these areas, especially following the further reduction in the budget for 2019/20.
38. In addition, as a proportion of the savings for Corporate Services will be delivered through a reduction in staff, many of the proposals are likely to result in a change to the way in which other departments receive support from Corporate Services teams.

Corporate Resources:

39. Corporate Resources includes the following services:
 - Finance and Pensions;
 - HR and Workforce Development;
 - Integrated Business Centre (IBC) - providing transactional services such as payroll, payments to suppliers, and resourcing services;
 - Hantsdirect – providing telephone, web and email contact services on behalf of the County Council;
 - Information Technology;
 - Internal Audit.
40. The department has a Transformation to 2021 **savings target of £3.817m**, a proportion of which is expected to be delivered through changes to service operating models which will lead to a reduction in workforce. This could impact the broader County Council through expecting managers to make greater use of self-service and do more for themselves, where this is considered appropriate.

41. However, in addition to providing these services to the County Council, Corporate Resources also shares a number of these with our partners Hampshire Constabulary, Hampshire Fire and Rescue Service, Oxfordshire County Council, and more recently the London Borough of Hammersmith & Fulham, Westminster City Council and Royal Borough of Kensington & Chelsea. Growth of our Shared Services Partnership delivers cashable savings for each of the partners (including the County Council), as well as increasing the capacity and resilience of our Corporate Resources operating model. This remains therefore, a key focus for the department's future transformation strategy.
42. Further information on the specific initiatives and proposed changes to deliver the overall savings target is provided in the following paragraphs.
43. **Finance and Pensions** - Further changes will be made to the Finance Service operating model to drive out additional efficiencies, and reduce demand on the service through greater automation, standardisation and self-service for budget managers.
44. In addition, increased partnership contributions already achieved as a result of on boarding recent partners into the Shared Services Partnership, as well as the provision of pension administration services for West Sussex County Council, are expected to further contribute.
45. Overall, these changes are expected to contribute **£338,000** towards the department's savings target for Tt2021.
46. **HR and Workforce Development** - Further changes to our HR operating models, together with further streamlining business process and optimisation of existing technology, is expected to contribute a further **£278,000** to the Tt2021 savings target.
47. **Integrated Business Centre (IBC)** - Increased partnership contributions as a result of the recent on boarding of three London Boroughs into the Shared Services Partnership are expected to contribute income of **£314,000** toward the departments Tt2021 savings target.
48. **Hantsdirect** - Further savings will be achieved through the delivery of a customer contact strategy, focused on reducing or removing unnecessary contact in to the County Council, and improving services and management of customer queries. This will also include improvements to our existing on-line services (e.g. those accessed through Hantsweb, the County Council's website), encouraging a further shift towards more effective and efficient contact services and channels. Delivery of the strategy is expected to contribute a further **£336,000**.

49. **Information Technology** - A range of proposals are suggested to deliver savings within the IT service. These include:
- Reviewing IT's approach to service management to ensure best practice and achieve better alignment between cost and organisational priorities;
 - Reviewing a range of commercial contracts to deliver further savings through rationalisation, improved governance and good practice;
 - Continuing the rationalisation and modernisation of the Council's IT desktop and data centre services.
50. In addition, IT have increased their Shared Services Partnership contributions as a result of on boarding three London Boroughs, which has further contributed. IT also overachieved against their previous Tt2019 recurring savings target by £210,000.
51. Overall, IT expect to contribute **£2.188m** toward the department's savings target.
52. **Internal Audit** - Further growth of the Southern Internal Audit Partnership to incorporate additional public sector partners / clients will contribute **£63,000** towards the department's savings target.
53. **Corporate Resources Transformation & Programme Management** - The Transformation and Programme Management team currently support the development and implementation of a range of Shared Services improvements and priorities, alongside the transformation of Corporate Resources. In future it is proposed that a proportion of the expenditure incurred by for team will be charged to the Shared Services Partnership's development fund, to reflect the cost of resources which support delivery of the Partnership's strategic priorities.
54. This change is expected to contribute **£300,000** toward the department's savings target.

Transformation & Governance:

55. Transformation and Governance (T&G) comprises Law and Governance (L&G), the Transformation Practice (TP) and Strategic Procurement (SP). T&G has a **savings target of £630,000**.
56. The savings proposals continue with a strategy started in previous cost reduction programmes insofar as it combines further efficiencies from changes to service operating models and increased levels of income from

greater levels of traded services in Legal Services TP and Strategic Procurement.

57. Legal Services has been successful in retaining and adding to the numbers of professional staff and making sustainable changes to the levels of support provided internally so that sold service opportunities can be pursued with partners across the public sector.
58. In Strategic Procurement there are also sold service opportunities that are being progressed with some early successes suggesting that there is further growth available.
59. Across all business areas, productivity gains will be achieved through redesigned or improved business processes and working differently, enabled by new devices and technology platforms that have been introduced over the past few years as part of the County Council's Digital programmes. The benefits realised will be 'cashed' in the form of staff reductions and/or redirected to external revenue generation. The key risks within the T&G proposals relate to business development insofar as for Legal Services, the Transformation Practice and Strategic Procurement, they will all have to compete with private sector providers. If the services are unable to meet their targets, then they will need to reduce costs through staff reductions to meet the savings target. Also, for Legal Services, releasing capacity to generate external income is largely dependent on establishing new levels of services for Departments at a time of potentially increasing demand due to transformation.

Customer Engagement Service:

60. The Customer Engagement Service comprises Marketing and Advertising, Corporate Communications and Insight and Engagement (including public consultation and engagement, behaviour change research, corporate performance, and a range of strategic partnerships and policy agendas - such as the Armed Forces, the Voluntary Sector, community safety and equalities). These support services sit alongside the Chief Executive's and Leader's offices. The Customer Engagement Service has a total **savings target of £121,000** by April 2021.
61. Building on the approach taken to previous transformation programmes, the required savings will be achieved through:
 - Further operating model changes, expected to result in a c.10% reduction in staff, and;
 - Generating additional income by charging for services and increasing external trading in the areas of consultation, engagement, insight and social marketing.

Culture, Communities and Business Services

62. CCBS has taken a targeted approach to identifying its transformation opportunities, defining the strategic direction for services that looks beyond 2021.
63. 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 Tt2021 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.
64. Services such as Libraries, the Countryside Service including Rights of Way (footpaths and bridleways), and Trading Standards are highly visible to Hampshire residents and have very significant user bases. Changes will be managed carefully and the impacts mitigated as far as possible. However, the proposals for decision will have local impacts that cannot be avoided.
65. 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 in order to exploit new digital tools and platforms.
66. CCBS has established six core programmes to enable delivery of the Tt2021 savings. These are:
 1. **Libraries:** The savings target for the Library Service is **£1.760m**. This budget is within the Executive Member for Recreation and Heritage portfolio and further details are in the budget decision paper considered by the Executive Member on 19th September 2019.
 2. **Property Services:** Required savings of **£450,000** will be met through increased income generation and further operational efficiencies. Additional income will be generated from the fourth generation Southern Construction Framework (launched in April 2019), and the development of a new regional consultancy framework. Income is also planned from increased provision of energy services to partners.

Efficiencies will be derived from the implementation of new ways of working and through maximising digital technology including a new Asset Management System. A revised Integrated Facilities Management (FM) model for delivery of FM services to HCC and

partners is integral to this. Other changes will include greater focus on chargeable activities and service efficiencies particularly in relation to the Estates Management services.

3. **Regulatory Services:** Trading Standards, Registration, Scientific, Asbestos and Coroner's will deliver efficiencies totalling **£350,000** through revised operating models, a review of the service portfolio and a review of the non-statutory elements of services, particularly within Trading Standards.

Additional income will be delivered through increased statutory charges within Registration, which came into effect in spring 2019; the provision of a new drone service to deliver a range of inspections by the Asbestos team, and through new business opportunities across Scientific Services and Trading Standards, underpinned by a robust business planning process.

4. **The Countryside Service:** The savings target for the Countryside Service is **£300,000**. This budget is within the portfolios of the Executive Member for Recreation and Heritage and the Executive Member for Countryside and Rural Affairs. Full details are in the budget decision papers considered by the Executive Members on 19th September 2019.

5. **Archives and Records:** The savings target for the Archives and Records service is **£90,000**. This budget is within the Executive Member for Recreation and Heritage portfolio and further details are in the budget decision paper considered by the Executive Member on 19th September 2019.

6. **Efficiencies:** A further **£432,000** will be realised through efficiency initiatives. Principally this focuses on funding reductions for Grants and previously agreed budget reductions for Arts and Museums grant funding.

67. For the above proposals there may be benefits to Adults' Health and Care in elements of the libraries proposals because they present opportunities for co-location and for service provision at the heart of local communities, and these are being explored.

68. The review of statutory and non-statutory services in Trading Standards has the potential to impact Adults' Health and Care if non-statutory services such as safeguarding vulnerable adults against financial abuse are reduced or removed, and the potential impacts of these options are captured within the EIA.

69. Partners may be impacted where changing operating models touch joint service delivery. Elements of CCBS' proposals represent opportunities for partners through co-location and scope for shared service delivery where

appropriate. Developing models such as Property's Integrated FM service are intended to deliver service resilience and economies of scale for partners and HCC, reinforcing the benefits of the Shared Services model between HCC, Hampshire Constabulary and Hampshire Fire and Rescue Service in particular.

70. Over half of CCBS' savings target sits within the Library Service. This represents a risk given the history of public resistance to Library Service changes.
71. The financial constraints of many partners and business customers, including schools, Local Authorities and other public sector organisations, are similar to those of the County Council. Services such as Property and Asbestos Management have a significant dependency on funding from the Council's own capital programme, and reductions in this would impact services negatively.
72. External factors such as Brexit continue to create uncertainty for several services such as Countryside and Trading Standards, with the possibility of changes to funding, legislation and short and long term demand.
73. The implementation of IT projects will be critical to the delivery of various of the Tt2021 savings within CCBS. IT infrastructure such as an FM helpdesk, the implementation of a Memberships and Bookings systems, core system re-procurements, and the exploitation of marketing tools such as Hybris (our digital marketing platform), are vital to achieving efficiencies to realise savings or drive income.
74. Services have a high dependency on staff adopting new ways of working, often underpinned by technology solutions. Cultural and practical changes to ways of working take time to adopt which can compound the issue of workforce capacity to deliver ongoing change across multiple initiatives. A workforce development programme is in place to support this cultural and technological change.

Summary Financial Implications

75. The savings target that was set for Policy and Resources was **£7.950m** and the detailed savings proposals that are being put forward to meet this target are contained in Appendix 1.
76. The work already completed to develop these proposals has demonstrated that these are complex in nature and challenging to deliver - in some areas, more than two years will be required to fully develop plans and implement the necessary service changes.

77. In addition, it is recognised that many of the support services will be required to continue to provide support to other departments across the County Council (for example by Corporate Services to support the delivery of broader Tt2021 savings) whilst progressing the delivery of their own savings. This consideration is expected to further influence the timing for when some of these proposals will be fully implemented.
78. Departments expect however to be able to support the cash flow and cost of their transformation though cost of change reserves generated from early planning and delivery of savings, including over achievement of Tt2019 savings. As such, the risk of not delivering is considered to be relatively low.

Workforce Implications

79. Appendix 1 also provides information on the estimated number of reductions in staffing as a result of implementing the proposals.
80. Of the 77 to 117 Full Time Equivalent (FTE) posts that may be affected, it is anticipated that savings for the majority of these will be achieved through natural turnover within the relevant services and the ending of short term contracts. The remainder would need to be managed down between now and the implementation date of any changes.
81. 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.

Consultation, Decision Making and Equality Impact Assessments

82. 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.
83. 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.

84. The County Council undertook an open public consultation called *Serving Hampshire – Balancing the Budget* which ran for six weeks from 5 June to the 17 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.
85. 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%.
86. 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.
87. 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.

88. 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.
89. 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.
90. 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%).

Proposals following consultation feedback

91. 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.
92. The proposals set out in Appendix 1 have, wherever possible, been developed in line with these principles. For example maximising our opportunity to grow our sold and traded services, or partnership arrangements.
93. 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.
94. In addition to the consultation exercise, Equality Impact Assessments (EIAs) have been produced for all the savings proposals outlined in Appendix 1 and these have been provided for information in Appendix 2. These will be considered further and alongside a cumulative EIA by Cabinet and Full Council. The cumulative assessment provides an opportunity to consider the multiple impacts across proposals as a whole and, therefore, identify any potential areas of multiple disadvantage where mitigating action(s) may be needed.
95. Together the *Balancing the Budget* consultation and Equality Impact Assessments have helped to shape the final proposals presented for approval in this report.
96. Further consultation will be required around proposals relating to the Library Service, and this will be considered by the Executive Member for Recreation and Heritage.

CORPORATE OR 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>
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?Id=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	

IMPACT ASSESSMENTS:

1. Equality Duty

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

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

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

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

1.2 Equalities Impact Assessment:

A full Equalities Impact Assessment has been completed for each savings proposal and copies are provided at Appendix 2.

Impact on Crime and Disorder:

2. The proposals in this report are not considered to have any direct impact on the prevention of crime and disorder.

Climate Change:

a) How does what is being proposed impact on our carbon footprint / energy consumption?

Most proposals do not impact on the County Council's carbon footprint / energy consumption, but where service changes are considered / made they will take this into account.

b) How does what is being proposed consider the need to adapt to climate change, and be resilient to its longer term impacts?

No specific consideration to the need to adapt to climate change, but where service changes are considered/made, they will take this in to account.

Policy and Resources – 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
Corporate Services						
FIN-01	<p>Finance and Pensions</p> <p>Changes to the operating model to drive out further efficiencies and reduce demand on the service through greater automation, standardisation and self service for budget managers.</p>	Potential impact on some managers in low risk service areas as they will be required to undertake more activities themselves.	50	218	218	3.0 to 5.0
FIN-02	<p>Finance and Pensions</p> <p>Increased partnership contributions as a result of on boarding three London Boroughs into the Shared Services Partnership and pension administration for West Sussex County Council.</p>	Limited impact although it does mean that for both Finance and Pension Services there are greater expectations for the service supporting wider partnership working.	120	120	120	0.0
HR-01	<p>HR and Workforce Development</p> <p>Changes to operating models with further business process re-engineering and optimisation of existing technology.</p>	Potential impact on customers of implementing channel shift opportunities. Outcomes from end to end process reviews and improvement programmes could require managers (and provider teams) to take on different activities, using different technology to support reduced demand.	0	278	278	2.0 to 4.0

Appendix 1

Ref.	Service Area and Description of Proposal	Impact of Proposal	2020/21 £'000	2021/22 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
IBC-01	IBC Increased partnership contributions as a result of on boarding three London Boroughs into the Shared Services Partnership.	Growth of the shared services partnership will deliver cashable savings for each of the current partners as well as increasing the capacity and resilience of the shared services operating model.	314	314	314	0.0
HD-01	Hantsdirect Further reduction of Hantsdirect budgets through delivery of customer contact strategy. This will include improvements to our on-line services to encourage a shift towards more effective and efficient channels.	Improved customer service and query management, including providing a greater choice and improvements in available channels.	0	336	336	10.0 to 12.0
IT-01	Information Technology – service management Review approach to service management to ensure best practice and achieve better alignment between cost and organisational priorities.	Clear accountabilities across the portfolio and management of the service lifecycles. HCC IT will have a defined service catalogue with associated processes defined and agreed. Service risks for new / revised services will be defined and agreed.	0	409	409	10.0 to 12.0
IT-02	Information Technology – contracts Review commercial contracts for further savings through rationalisation and improved governance and good practice.	May require greater levels of contract management and procurement activity going forward.	0	212	212	0.0

Appendix 1

Ref.	Service Area and Description of Proposal	Impact of Proposal	2020/21 £'000	2021/22 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
IT-03	Information Technology – desktop and data services Continuing rationalisation and modernisation of desktop and data centre services.	Limited impact. Users will need to move to a new method of accessing systems. There may be some outage of services as services are moved onto consolidated platforms.	339	1,007	1,007	0.0
IT-04	Information Technology – Shared Services contributions Increased partnership contributions as a result of on boarding three London Boroughs into the Shared Services Partnership.	No impact	350	350	350	0.0
IT-05	Information Technology Over achievement of Tt2019 savings targets.	No impact	210	210	210	0.0
Aud-01	Internal Audit Additional partner contributions - growth of the Southern Internal Audit Partnership to incorporate additional public sector partners / clients.	Increase capacity and contributions. Enables a wider network of local authority engagement with the potential of providing other sold service offerings from across HCC.	63	63	63	0.0

Appendix 1

Ref.	Service Area and Description of Proposal	Impact of Proposal	2020/21 £'000	2021/22 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
TT-01	<p>Transformation and Programme Management</p> <p>A proportion of the expenditure incurred by the Corporate Resources Transformation and Programme Management Team to be charged to the Shared Services Partnership development fund. This will be aligned with the annual strategic development priorities and roadmap agreed with the partnership.</p>	Low impact on HCC - The Corporate Resources Transformation and Programme Management team currently support the development and implementation of a range of Shared Services improvements and priorities. This change will formalise recovery of a proportion of these costs against the partnership development fund.	300	300	300	0.0
L&G1	<p>Law and Governance</p> <p>Further reductions in printing and posting costs.</p>	More reliance on electronic files and communication. Requirement for a new case management system for Legal Services.	39	39	39	0.0
L&G2	<p>Governance – Information Compliance</p> <p>Renegotiation of the Health Watch Contract.</p>	Supplier required to provide the service at a lower cost.	92	92	92	0.0
L&G3	<p>Governance - DAMS</p> <p>Staff cost reduction.</p>	A reduction in the team's staffing capacity requires increased productivity and management of internal demand.	40	40	40	0.0

Appendix 1

Ref.	Service Area and Description of Proposal	Impact of Proposal	2020/21 £'000	2021/22 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
L&G4	Governance – Emergency Planning Emergency planning and resilience offer to HCC schools, academies and Non HCC schools in other areas.	Schools will be better prepared to deal with incidents. Potential positive reputation for HCC and staff development.	50	50	50	0.0
L&G5	Governance – Health and Safety Health and Safety offer to Academies and other Non HCC schools. Possible external training offer.	Academies and non HCC schools will have access to Health and Safety expertise. Potential positive reputation for HCC and staff development.	50	50	50	0.0
L&G6	Governance - DAMS Sale of the Education Appeals Service to Academies and Non HCC Schools.	The service will be available to more non -HCC schools and academies.	20	20	20	0.0
L&G7	Legal Services Further reduction in internal demand to facilitate the provision of sold legal services to external clients.	Further demand management required within HCC to release capacity but will retain expertise and resilience.	120	120	120	0.0
SP 1	Strategic Procurement Combination of growth and new income streams.	Potential increased travel for staff. Potential positive reputation for HCC. Positive impact on attracting staff to a larger service.	110	170	170	0.0

Appendix 1

Ref.	Service Area and Description of Proposal	Impact of Proposal	2020/21 £'000	2021/22 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
TP1	Transformation Practice Business development strategy that targets public sector organisations in Hampshire to provide transformation and related training, including Lean, Project Management and Change Management.	Potential increased travel for staff. Potential positive reputation for HCC. Potential positive impact on attracting staff to the team.	0	49	49	0.0
CES 1	Customer Engagement Service The Customer Engagement Service will review its operating model to make further headcount reductions of approximately 10% of staff.	Departments, Members and some partners could experience greater delay in accessing support. Service levels may not be maintained, and it could be more difficult to ensure consistent quality. 10% of employees could be impacted by headcount reductions, remaining staff may need to acquire new skills and manage a larger, more diverse portfolio of projects.	106	106	106	4.0
CES 2	Customer Engagement Service The Customer Engagement Service will seek to generate income through selling its services, prioritising activities that directly support the aims of the County Council.	Partners could benefit from access to expertise on consultation and engagement at a competitive rate. Internal users may experience greater delay in accessing support, particularly as internal demand is balanced with external commissions.	15	15	15	0.0
Corporate Services Total			2,388	4,568	4,568	29.0 to 37.0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2020/21 £'000	2021/22 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
Culture, Communities and Business Services						
CCBS01	<p>Library Service</p> <p>Further details on proposals are set out in the budget decision paper considered by the Executive Member for Recreation and Heritage on 19th September. The financial implications are included here for completeness.</p>	<p>Details on the impacts of proposals are in the budget decision paper considered by the Executive Member for Recreation and Heritage on 19th September.</p>	400	1,760	1,760	40.0 to 50.0
CCBS02	<p>Property Services</p> <p>Property Services' opportunities are split between income generation and realising operational efficiencies:</p> <p>1. Income: Two main income generating opportunities relate to income from frameworks (Southern Construction Framework and a new regional consultancy framework), which have proved successful and reliable in delivering income previously. Income is also sought from increased provision of energy services to partners.</p> <p>2. Efficiencies: These build on Property's new operating model delivered through Property Futures,</p>	<p>Staff: There is a potential impact to staff as a result of transformation, particularly within FM, where changes to the operating model may result in staff reductions.</p> <p>In other areas, increased demand may require additional resource. Embedding the new service structure and ongoing changes to ways of working underpinned by technology continue to require culture change in the workforce.</p> <p>An integrated FM model should provide benefits to building users (in HCC and Partner buildings) through improved customer service.</p> <p>Partners: Where it impacts partners, service integration is intended to deliver economies of scale and resilience in services, benefitting all parties.</p> <p>Frameworks provide partners with a trusted and efficient route to supply chains, that is fully compliant with public sector procurement</p>	125	450	450	6.0 to 12.0

Ref.	Service Area and Description of Proposal	Impact of Proposal	2020/21 £'000	2021/22 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
	<p>by implementing new ways of working and maximising digital technology, including replacing the Asset Management System. A new Integrated FM model, for delivery of FM services to HCC and partners is central to this.</p> <p>Other changes may include greater focus on chargeable activities and reducing demand for non-chargeable activity or making service delivery more efficient particularly in relation to Estates Management services.</p>	<p>legislation.</p> <p>A focus on cost recovery for Estates Management services could see reductions in service levels or cost increases for partners purchasing those services.</p>				
CCBS03	<p>Regulatory Services</p> <p>Efficiencies: The Regulatory services (Trading Standards, Registration, Scientific, Asbestos and Coroners) will be considered together, with efficiencies delivered through reviews of operating models including staffing, volunteers, business processes, the profitability of the portfolio of services and contracts, as well a focus on reviewing the non-statutory elements of services, particularly within Trading Standards.</p> <p>Additional income will be delivered through increased statutory charges</p>	<p>There is a potential impact on staff as a result of restructures, alternative operating models and stopping services, which may result in changes to ways of working and/or headcount reductions. New services present training and development opportunities for staff. Ongoing cultural change may be required in line with changes to operating models and a greater focus on income generating activity.</p> <p>There will be an impact on customers if some services are either stopped or become chargeable or are only available through particular channels i.e. digitally. However, provision of services digitally can also enhance the customer journey.</p> <p>Changes to operating models, including reducing or stopping certain services, may also impact</p>	166	350	350	0.0 to 10.0

Appendix 1

Ref.	Service Area and Description of Proposal	Impact of Proposal	2020/21 £'000	2021/22 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
	within Registration, the provision of a new drone service to deliver a range of inspections by the Asbestos team, and through new opportunities across Scientific Services and Trading Standards.	partnership working and/or other HCC departments e.g. Adult Services regarding Trading Standards support to victims of financial abuse. Increases in registration fees are applied nationally and have been in effect since February 2019.				
CCBS04	Countryside Service Full details on proposals are set out in the budget decision papers considered by the Executive Member for Recreation and Heritage and the Executive Member for Countryside and Rural Affairs on 19th September. The financial implications are included here for completeness.	Details on the impacts of proposals are in the budget decision paper considered by the Executive Member for Recreation and Heritage and the Executive Member for Countryside and Rural Affairs on 19th September.	60	300	300	1.0 to 5.0
CCBS05	Archives and Records Full details on proposals are set out in the budget decision paper considered by the Executive Member for Recreation and Heritage on 19th September. The financial implications are included here for completeness.	Details on the impacts of proposals are in the budget decision paper considered by the Executive Member for Recreation and Heritage on 19th September.	30	90	90	1.0 to 3.0

Appendix 1

Ref.	Service Area and Description of Proposal	Impact of Proposal	2020/21 £'000	2021/22 £'000	Full Year Impact £'000	Estimated Staffing Impact FTE
CCBS06	CCBS Cross-cutting efficiencies This opportunity delivers savings through budget reductions for grants to community and cultural organisations, Energise Me and previously agreed budget reductions for Arts and Museums.	There is a potential impact on the public as a result of grant budget reductions. Other budget reductions are in line with existing agreements so affected bodies e.g. Hampshire Cultural Trust, have known and been able to plan for these.	173	432	432	0.0
Culture, Communities and Business Services Total			954	3,382	3,382	48.0 to 80.0
Policy and Resources Total			3,342	7,950	7,950	77.0 to 117.0

EIAs

1. Corporate Services:

- a. *Corporate Resources***
- b. *Transformation & Governance***
- c. *Customer Engagement Service***

2. Culture, Communities and Business Services

1a. Corporate Services – Corporate Resources

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *T21 - Changes to the Finance Operating Model and Increased Partnership Contributions*

T21 Opportunity Reference: *Fin-01 and Fin-02*

Name of the accountable Officer: *Rob Carr*

Email address of the accountable Officer: *rob.carr@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: *8/5/2019*

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 Finance Service provides financial support and advice to managers, senior officers and Councillors. Key activities and deliverables throughout the year include budget and council tax setting, preparation of final accounts and statutory returns, financial monitoring and advice and technical input to business cases / proposals being developed by HCC departments. Users are almost exclusively officers and members of HCC.

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 review the Finance Service operating model that will be implemented as part of the Transformation to 2021 savings proposals, in order to produce efficiencies within the service, where possible, and promote a greater level of self service across the County Council and our partners, underpinned by changes in technology and reporting. The aim is to reduce the total level of resources employed within the Finance Service, which together with increased partner contributions arising from the extension of the shared services arrangement will generate savings in the order of £338,000.

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 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 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:					
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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	<i>The staff structure includes a high proportion of women and therefore any reduction in staff numbers may impact on this group more than others</i>				
Mitigation:	<i>Staff consultation will be undertaken with all staff and the impact of reducing staff numbers will be managed as far as possible through natural wastage</i>				

	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: *The staff structure includes a high proportion of women and therefore any reduction in staff numbers may impact on this group more than others*
Mitigation: *Staff consultation will be undertaken with all staff and the impact of reducing staff numbers will be managed as far as possible through natural wastage*

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:

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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *HR Transformation Programme to 2021*

T21 Opportunity Reference: *HR-01*

Name of the accountable Officer: *Nichola Andreassen*

Email address of the accountable Officer: *nichola.andreassen@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: *8/5/2019*

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 HR Service is made up of functional areas including HR Ops (including Casework, Org change, Policy & Reward), Occupational Health, Workforce development and Business Partners, all of whom provide a range of HR services to departments and partners.

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 project requires the service to re-shape and innovate service provision in response to reduction in government funding. This will build on the achievements of the transformation to 2019 programme which will create a more efficient and effective HR service by changes to operating models, further stream-lining of business processes and optimisation of existing technology. This will result in a greater level of self service by staff across the County Council and our partners, underpinned by changes in technology and reporting. This is likely to change the type of demand placed on the HR service.

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 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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact:
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:					
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:					

	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:

The proposal reflects a partial change to the way existing teams will deliver services as a result of reducing budgets; this will include methods of service delivery and re-alignment of capacity to the priorities of the departments and partners. There is no direct change to those individuals employed by the Council or to services provided to the residents of Hampshire.

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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Shared Services (IBC and Recruitment)*

T21 Opportunity Reference: *IBC-01*

Name of the accountable Officer: *Gary Westbrook*

Email address of the accountable Officer: *gary.westbrook@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: *1/5/2019*

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:

Service delivers the core Transactional HR and Pay, Finance and Recruitment services for Hampshire County Council, alongside delivering this service in partnership with a range of other Public Sector organisations.

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:

No impact on service users. There is expected to be a positive impact of staff as new roles are created to deliver increased demand for services as the partnership continues to grow.

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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					

Appendix 2

	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:					
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:					

	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:

There is no direct impact on current service users. The only impact on current employees will be the growth of the function and the investment in new roles.

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)

N/A

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Shared Services - HantsDirect*

T21 Opportunity Reference: *HD-01*

Name of the accountable Officer: *Gary Westbrook*

Email address of the accountable Officer: *gary.westbrook@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: *9/5/2019*

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:

Hantsdirect manages around 600,000 contacts from the public each year. The primary method of communication is by telephone, providing a "front door" for a range of services on behalf of HCC's departments. The service is divided into 3 constituent parts: - Contact Assessment Resolution Team (CART) - Service on behalf of Adults Health and Care - Multi Skilled Teams (MST) - General Enquiries, libraries, registrations, waste, roads and transport, countryside, school admissions, childrens services - Blue Badge and Concessionary Travel

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:

Following a commissioned piece of research in 2018/19 including engagement with a range of stakeholders, the future operating model for customer contact will more closely align contact with service delivery departments. Any changes will be designed to improve the customer journey in accordance with principles identified during the research, and where appropriate would be subject to a specific EIA. Where investment is required, for example in new technology, this would be approved on a business case basis.

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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					
Disability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					

Appendix 2

	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:					
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:					

	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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact:
Mitigation:

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

Impact:
Mitigation:

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

At this stage there are no detailed recommendations to inform the impact. As specific proposals develop they will where appropriate be subject to an EIA in conjunction with the relevant service department.

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)

N/A

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: T21 IT-01, IT02, IT03 IT04, IT05 IT Operating Efficiencies

T21 Opportunity Reference: IT-01, IT02, IT03 IT04, IT05

Name of the accountable Officer: Simon Williams

Email address of the accountable Officer: simon.williams2@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: 11/4/2019

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 HCC IT department delivers a range of technology which underpin services to the public, and enable staff productivity. The services in scope cover all of the underpinning technology infrastructure, operating procedures and service agreements.

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:

Opportunities have been identified to deliver technology services in a more efficient and effective way, including rationalising hardware and software, retiring legacy systems and more effectively managing demand. Specifically we will: 1. Rationalise our database technologies 2. Replace and rationalise our legacy storage platform 3. Consolidate Server and Client platforms 4. Rationalise our use of Software licences 5. make improvements to our operating procedures

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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					

Appendix 2

	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:					
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:					

	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:

The proposals are purely back office with limit impact to staff

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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *T21 Corporate Resources Internal Audit Income Generation*

T21 Opportunity Reference: *IA-01*

Name of the accountable Officer: *Neil Pitman*

Email address of the accountable Officer: *neil.pitman@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: *3/5/2019*

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 Southern Internal Audit Partnership provide internal audit services to HCC and a range of other public sector providers

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 Southern Internal Audit Partnership has grown year on year since its inception in 2012. Continued growth ensures pooled resilience for HCC and partnering organisations whilst ensuring economies of scale are maximised. Whilst the role of the auditor is by nature transient, with staff required to travel to client sites to undertake audit reviews, the increased geographical footprint in acquiring new business now extends across three counties and could be seen to impact travel time / arrangements for staff. However, it should be noted that there are no added burden(s) placed on staff that such additional travel would be undertaken in their own time or at their own expense.

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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					

Appendix 2

	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:					
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:					

	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:

The growth of the Southern Internal Partnership further develops its intended direction of travel. There are no direct changes to those individuals employed by the Council or to those services provided to support the Council and its residents.

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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *T21 Corporate Resources Transformation
Income generation*

T21 Opportunity Reference: *TT-01*

Name of the accountable Officer: *Stephanie Randall*

Email address of the accountable Officer: *stephanie.randall@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: *29/4/2019*

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 Corporate Resources Transformation Team provide support to a range of departmental and corporate transformation initiatives, including, increasingly, delivery of improvements that directly support the growth and development of the IBC Shared Services Partnership offer.

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:

Contributions made by our partners to the IBC Shared Services investment fund are used to support delivery of a range of agreed strategic and operational shared services development priorities. In future, a proportion of the project and programme resources within the Corporate Resources Transformation Team who deliver these development priorities, will be charged to the investment fund, thereby releasing a proportion of the council's base budget. This change enables us to mitigate the potential impact on staff within Corporate Resources, as they will focus future support on the growth and improvement of the Shared Services partnership offer. The proposal will not impact service users.

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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					

Appendix 2

	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:					
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:					

	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:

The proposal reflects a partial change to the way an existing team are funded, through focusing a proportion of their available capacity toward supporting the delivery of development priorities agreed with the IBC Shared Services Partnership. There is no direct change to those individuals employed by the council, or to services provided to the residents of Hampshire.

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)

1b. Corporate Services - Transformation and Governance

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Further reductions in printing and posting costs*

T21 Opportunity Reference: *L&G1(a)*

Name of the accountable Officer: *Paul Hodgson*

Email address of the accountable Officer: *paul.hodgson@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: *13/5/2019*

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:

Law and Governance provides a range of legal, democratic and other support services to HCC and its partner organisations. The services provided are support functions, not front line services to members of the public, therefore the users are internal to HCC and its partners.

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 proposed changes includes more efficient ways of working to further reduce printing and postage costs. This includes better use of IT, electronic file management and further use of electronic bundles, in order to minimise use of paper.

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.

Law and Governance staff will be consulted and engaged about new ways of working. No public or other consultation is planned because the proposals only affect internal ways of working and will not have any direct effect on front line services.

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:					
Disability	<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
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:					
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:					

	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:

The proposals involve relatively minor changes to the way staff in Law and Governance work. The impacts will have a neutral impact so far as protected characteristics are concerned.

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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Law & Governance T21 Proposals*

T21 Opportunity Reference: *L&G2*

Name of the accountable Officer: *Peter Andrews*

Email address of the accountable Officer: *peter.andrews@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:

17/4/2019

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:

1. The commissioning of the Healthwatch service for the Department of Health. This provides a service that represents the views and experiences of local people who use NHS services, carers and the public on the Health and Wellbeing Boards set up by local authorities, along with providing information and signposting to people about local health and care services, how to access them and how to find their way round the system. 2. The commissioning of an NHS complaint advocacy service.

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:

Separation of the provision of the Healthwatch service and NHS advocacy service. This provides the opportunity to redefine and focus the advocacy service, including the creation of new performance indicators that will ensure better contract management and an improved service for users of NHS services that need help in making a complaint.

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.

Consultation was undertaken with the current and possible future service providers through a series of market engagement discussions.

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>There is the potential that cost reductions to the contract could lead to a lower service.</i>				
Mitigation:	<i>Clear performance indicators within the contract, coupled with increased contracts monitoring and a higher performance specification required under the contract will lead to an improved service. In addition, the new supplier is required to improve accessibility from the previous arrangements. The linkage of the new contract to the advocacy arrangements provided for social care advocacy produce a better, "one-stop shop" approach for the public.</i>				
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	<i>There is the potential that cost reductions to the contract could lead to a lower service.</i>				

Mitigation: *Clear performance indicators within the contract, coupled with increased contracts monitoring and a higher performance specification required under the contract will lead to an improved service. In addition, the new supplier is required to improve accessibility from the previous arrangements. The linkage of the new contract to the advocacy arrangements provided for social care advocacy produce a better, "one-stop shop" approach for the public.*

	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 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:

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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *T21 DaMS staff cost reduction*

T21 Opportunity Reference: *DaMS staff cost reduction*

Name of the accountable Officer: *Kevin Greenhough*

Email address of the accountable Officer: *kevin.greenhough@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: *1/5/2019*

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:

DAMS currently provides democratic support to internal departments and to elected Members. It also sells democratic services to Hampshire Fire and Rescue, the River Hamble and the Police and Crime Panel.

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 improve capacity within the DAMS team through the use of technology and improved business processes in order to ultimately be able to use surplus capacity to seek further income opportunities for the provision of governance related services.

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.

Initial engagement and discussion has been held with service directors on the aims of the workstream. It is envisaged that there will be ongoing dialogue with departments on any changes to current business processes. It is not envisaged that there will be any impact on the public.

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:					
Disability	<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
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:					
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 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:

Capacity will be generated through improved internal efficiency in business practices and it is not envisaged that there will be any substantial impact on the service provision that currently exists. The majority of democratic services delivery (decision days, committee meetings etc) is governed by legislation or the Constitution, therefore access to information and the service delivery cannot change without updates to one or the other.

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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *T21 Emergency Planning and Resilience Offer to Schools*

T21 Opportunity Reference: *T21 Emergency Planning and Resilience Offer to Schools*

Name of the accountable Officer: *Ian Hoult*

Email address of the accountable Officer: *ian.hoult@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: *20/5/2019*

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:

Working with key staff from schools Emergency Planning & Resilience (EPRT) will help in the production of emergency plans and procedures tailored to meet the needs of the school. These may include: • The overarching generic Emergency Plan for the school • The Business Continuity Plan • Lock Down Procedures • Off Site Emergency Procedures for school trips (UK and abroad). We work very closely with colleagues in Hampshire Outdoors, with access to Evolve. • Site Specific Risk Planning. Each school is unique and may face additional risks based on its geographical location - e.g. flooding or chemical substance release. Risks will be assessed based on the proximity to known risks/hazards like chemical sites; radiation hazards; airports; prisons; etc. • Staff & Governor Training. Following on from the production of these plans and procedures, we will work with you to train relevant staff and governors so that plans, roles and responsibilities are clearly understood; and we will validate the plans and the training provided by holding appropriate exercises

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:

This is a new service offered out to all schools in the Hampshire area.

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 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 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:					
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:					

	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:

The service has been developed to improve the resilience of Hampshire's schools to continue to operate during and post emergencies generically and not to have any effect specifically on anyone with the following specific criteria.

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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Legal and Governance Sales*

T21 Opportunity Reference:

Name of the accountable Officer: *Charles Gilby*

Email address of the accountable Officer: *jon.carrick@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: *22/03/2019*

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 proposal deals with the provision of health and safety advice to schools and other local authorities in Hampshire and neighbouring counties. There is no proposed change to the provision of existing services as this proposal deals with increased income generation through selling services to other organisations

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:

There is no proposed change to the provision of existing services.

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.

Each client and relevant party is consulted prior to an agreement being reached.

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:	<i>As this is health and safety-related, no negative impacts are anticipated.</i>				
Mitigation:					
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	<i>As this is health and safety-related, no negative impacts are anticipated.</i>				
Mitigation:					
Sexual orientation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	<i>As this is health and safety-related, no negative impacts are anticipated.</i>				
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: *As this is health and safety-related, no negative impacts are anticipated.*
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: *As this is health and safety-related, no negative impacts are anticipated.*
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: *As this is health and safety-related, no negative impacts are anticipated.*
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: *As this is health and safety-related, no negative impacts are anticipated.*
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: *As this is health and safety-related, no negative impacts are anticipated.*
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: *As this is health and safety-related, no negative impacts are anticipated.*
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: *As this is health and safety-related, no negative impacts are anticipated.*
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: *As this is health and safety-related, no negative impacts are anticipated.*
Mitigation:

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

As this is an ongoing provision of service, there are no changes and no impacts identified.

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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Independent Appeals Service for Schools - review of pricing schedule for Academies*

T21 Opportunity Reference:

Name of the accountable Officer: *Jo Weeks*

Email address of the accountable Officer: *jo.weeks@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: *20/03/2019*

Detailed



Overview



Is this a detailed or an overview EIA?

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 provides independent management of admission and exclusion appeals for Hampshire maintained and aided schools. The Service is also offered to Academies on a sold-service basis. Parents appealing for a school place for their child receive the service free of charge and costs are covered by the school. Academies are not obliged to use the Service. Academies interested in signing up for the service often ask for an estimate of costs and due to the nature of the 'at cost' charging it is difficult to provide an accurate estimate. A review of charges to Academies has been undertaken to provide a more equitable, standardised pricing schedule.

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:

A review of charges to Academies has been undertaken to provide a more equitable, standardised pricing schedule. In the future it will be possible to provide an accurate financial quote to Academies, which may help increase take-up of the offer. Academies are not obliged to use the service. They are free to manage their own appeals at their own cost. There will be no impact to end service users (appellants/parents/children).

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.

None

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:					
Disability	<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
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:					
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: *All Academies will be charged pre-determined fees under the new contract schedules, rather than the previous 'at cost' fees which were variable. This will enable better financial planning by Academies. In some cases the fees could be slightly higher than previously.*

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: *All Academies will be charged standardised pre-determined fees under the new contract schedules, regardless of location of Academy.*

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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *T21 Reduce external demand and increase external income*

T21 Opportunity Reference: *L&G7*

Name of the accountable Officer: *David Kelly*

Email address of the accountable Officer: *david.kelly@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: *18/4/2019*

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 proposal relates to Legal Services and the legal support that Legal Services provides to County Council Departments

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:

It is proposed to reduce the amount of legal support provided to Departments by 4%. The capacity released will be used to generate external income which will support the T21 target for Law and Governance. While less legal support will be available to Departments the impact of this will be mitigated by more effective client relationship management, more effective targeting of resources and increase productivity. This approach was successfully used to support the T19 target for Law and Governance and will effectively be an extension of existing work.

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: *The two departments with the highest demands on Legal Services support children and vulnerable adults. Both these departments will have to deliver their services with reduced legal support. However this impact will be mitigated by increase productivity and better targeting of resources to ensure that any negative impact is managed appropriately.*

Mitigation:

	Positive	Neutral	Low negative	Medium negative	High negative
Disability	<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
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:					
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:					

	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:

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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Strategic Procurement*

T21 Opportunity Reference: *Strategic Procurement*

Name of the accountable Officer: *Belinda Stubbs*

Email address of the accountable Officer: *belinda.stubbs@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: *17/7/2019*

Detailed

Overview

Is this a detailed or an overview EIA?

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:

HCC currently has a large in-house Procurement department which provides support to all departments within HCC as well as Hampshire Constabulary and Hampshire Fire and Rescue services. The Procurement department provide professional guidance on technical and commercial aspects of the procurement process and support the delivery of projects and cost savings initiatives within the various departments.

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:

In order to deliver T21 saving of £120K without a reduction in headcount within the Procurement department it is proposed that additional income is generated through the growth of existing external client business and generation of new income streams. It is believed that this additional work can be sustained without additional resource within the department or undue additional burdens being placed on existing team members. No change to the current service provided to HCC's own departments is anticipated.

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.

Not 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:					
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

	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:

This initiative will only impact on the particular projects that members of the procurement team are working on not the nature of the work. None of the above factors will be impacted by this change.

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)

There is a small potential increase in travel for staff. there are likely to be positive reputational benefits for HCC, resulting in a positive impact in attracting and retaining staff for the service.

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Transformation Practice External Income Generation*

T21 Opportunity Reference: *TP21*

Name of the accountable Officer: *Ian Smart*

Email address of the accountable Officer: *ian.smart@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: *18/4/19*

Detailed

Overview

Is this a detailed or an overview EIA?

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 Transformation Practice in Hampshire County Council is an internal management consultancy established to design, lead and manage programmes and discrete projects of sustainable service transformation that realise measurable benefits for its clients. The clients are primarily the departments within the Council itself.

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:

Along with the other departments within Corporate Services, the Transformation Practice has a savings target, which it plans to meet by generating income pursuing opportunities within the external market. The act of income generation will not affect staff or service users in anyway. Any proposed changes as a result of these projects/programmes will be subject to individual EIAs when required to be, and are not covered by this EIA

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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:					
Disability	<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
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:					
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 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:

This proposal is about generating external income from established HCC partners, delivered through the Transformation Practice. Our established systems for work allocation using appropriate skills and capacity to deliver the contract will continue to be applied. These take account of the specific needs of individual members of staff, with any particular characteristics, as well as any client requirements

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)

none

1c. Corporate Services - Customer Engagement Service

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Customer Engagement Service Operating Model review*

T21 Opportunity Reference: *CES1; CES2*

Name of the accountable Officer: *Deborah Harkin, Assistant Chief Executive*

Email address of the accountable Officer: *deborah.harkin@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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Date of assessment: *15/5/2019*

Is this a detailed or an overview EIA?

<i>Detailed</i>	<i>Overview</i>
<input type="checkbox"/>	<input checked="" type="checkbox"/>

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 Customer Engagement Service comprises Marketing and Advertising, Corporate Communications and Insight and Engagement (including public consultation and engagement, behavioural change research, corporate performance, and a wide range of strategic partnerships and policy agendas - such as the Armed Forces, the Voluntary Sector, community safety and equalities). These teams sit alongside the Chief Executive's and Leader's offices. The Service has a target to reduce its budget by a further £121,000 by April 2021, contributing to wider organisational savings of £80million. These reductions will be achieved by making further changes the Service's operating model - increasing the amount of funding received through external sources of income and reducing overall overheads, including through a further headcount reduction.

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:

It is estimated that approximately 10% of staff will be impacted by changes to the Customer Engagement Service operating model resulting in headcount reductions. Some staff may also need to develop further their skills in order to support a more commercial service and strengthen the external offer. Changes will not affect the level of service provided to the public.

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: *There could be a reluctance to offer EVR / VR packages to staff who have worked with the County Council for a longer period, and therefore may be older, due to their packages being higher cost.*

Mitigation:

	Positive	Neutral	Low negative	Medium negative	High negative
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:					
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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact: Mitigation:	<i>There could be a low negative impact on female members of staff simply by virtue of the fact that there are more women working within the Service than men.</i>				
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:

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)

2. Culture, Communities and Business Services

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

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: *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.*

Mitigation: *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.*

	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: *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



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: *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
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:					
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 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:					

	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:					
Pregnancy and maternity	<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:					

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>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:					
Rurality	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:	<i>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.</i>				
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.

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Property Services - Customer Impacts*

T21 Opportunity Reference: *T21 CCBS02*

Name of the accountable Officer: *Steve Clow*

Email address of the accountable Officer: *helen.stephenson@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:

HCC Property Services provides building design, procurement, asset management and maintenance & FM services to Hampshire County Council (HCC) (including schools) and external organisations. The team comprises approximately 450 employees across a range of disciplines.

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:

Property Services will seek to increase income through procurement frameworks and work with external organisations. The service will also seek efficiencies through embedding the Property Futures programme and a review of the Facilities Management service model.

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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					

Appendix 2

	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:					
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 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:

At this stage, the impacts are not expected to impact any protected characteristic disproportionately and therefore the impacts have all been considered neutral.

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)

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Property Services - Staff Impacts*

T21 Opportunity Reference: *T21 CCBS02*

Name of the accountable Officer: *Steve Clow*

Email address of the accountable Officer: *helen.stephenson@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:

Property Services provides building design, procurement, asset management and maintenance & FM services to Hampshire County Council (including schools) and external organisations. The team comprises approximately 450 employees across a range of disciplines.

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:

Property Services will seek to increase income through procurement frameworks and work with external organisations. The service will also seek efficiencies through embedding the Property Futures programme and a review of the Facilities Management service model.

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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
Disability	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					

Appendix 2

	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:					
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 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:

Whilst it is acknowledged that some areas of Property Services employ more sections of specific demographics, overall, the department does not have one particular area more prominently represented than others. In addition to this, none of the current proposals look likely to impact on one area more than others, and so we have not highlighted any impacts at this stage. As the proposals become more developed, this will be revisited, and more detailed assessments can be made where appropriate.

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: *Regulatory Services – Staff Impacts*

T21 Opportunity Reference: *T21 CCBS03*

Name of the accountable Officer: *Sara Teers*

Email address of the accountable Officer: *Lisa.Rake@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:

Regulatory Services comprises five areas of service delivery – Trading Standards, Hampshire Scientific Service, Asbestos Management Service, Registration Service and HM Coroners Service in Hampshire. These services deliver a range of activities which enable the County Council to meet its statutory obligations in relation to health, public safety, business and consumer protection, and registrations of births, deaths and marriages. They also deliver non-statutory services. This EIA relates specifically to Trading Standards and the Hampshire Scientific Service, in which employees span a range of roles across numerous functions.

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:

In order to deliver their Transformation to 2021 Programme, both Trading Standards and Hampshire Scientific Service have undertaken to review and make changes to the way in which they operate. This will include an appraisal of their current portfolio of services and the staffing structures required to deliver these. The reviews will consider the best ways to deliver required Service savings whilst maintaining sustainable, affordable and fit-for-purpose Services. The reviews may propose changes to the total number of roles/grades by role within the Services, and/or amendments to role accountabilities and tasks.

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:

Although the age profiles of Trading Standards and the Hampshire Scientific Service are largely in line with that for the County Council as a whole, there are some differences which may have an impact. The percentage of Trading Standards staff in the age range 30-54 is 74%, significantly higher than that for HCC (62%). Hampshire Scientific Service also has an older workforce, with 32% aged 55-64 compared to 21.8% for HCC. The impact on age is considered low at this stage. Any significant impacts will become clear when more detailed work is carried out.

Mitigation:

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

Impact: *The services have an approximate 50:50 split of male to female staff overall. This may change but will depend on the outcome of the service reviews and final structures as particular service sections may be impacted more than others therefore gender differences may become more apparent.*

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 possible that at the time of any staff reviews, there may be staff off on maternity leave or currently pregnant. Any staff on maternity leave during any consultation periods will be given the opportunity to engage in 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 will be disproportionately affected by the changes and the impact is considered low.*

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:

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)

Until the Services' ways of working and staffing structures have been reviewed, it is currently unknown what the likely impact will be upon staff. Further, more detailed EIAs will be undertaken at a later date, with appropriate consideration and action taken in respect of their findings.

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: *Regulatory Services – Customer Impacts*

T21 Opportunity Reference: *T21 CCBS03*

Name of the accountable Officer: *Sara Teers*

Email address of the accountable Officer: *Lisa.Rake@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:

Regulatory Services comprises five areas of service delivery – Trading Standards, Hampshire Scientific Service, the Asbestos Management Service, Registration Service and HM Coroners Service in Hampshire. These services deliver a range of activities which enable the County Council to meet its statutory obligations in relation to health, public safety, business and consumer protection, and registrations of births, deaths and marriages. They also deliver several non-statutory and income generating services.

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:

In order to deliver their Transformation to 2021 Programme, the Regulatory Services have undertaken to deliver a number of changes to their services and the way in which they are provided. The Programme may include consideration of options to a) reduce, stop or change services including a review of statutory and non-statutory elements of service provision, and b) generate additional income through existing services and the introduction of new services, where this can be achieved at no additional cost. This EIA relates to changes in Trading Standards as this is the service where changes will have an impact.

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>Any options to reduce, stop or change services are likely to disproportionately impact on older people. This is because individuals over 60 are more likely to be impacted by illegal activities such as doorstep crime scams and financial abuse. As the Service engages with a very small number of vulnerable adults compared to the population as a whole, the impact is likely to be low.</i>				
Mitigation:					
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact: *Any options to reduce, stop or change services are likely to disproportionately impact upon disabled individuals and those with reduced mental capacity. This is because these individuals are more likely to be impacted by illegal activities such as doorstep crime and financial abuse. As the Service engages with a very small number of vulnerable adults compared to the population as a whole, the impact is likely to be low.*

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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Impact: *Any options to reduce, stop or change services are likely to disproportionately impact individuals who are female. This is because females are more likely to be impacted by illegal activities such as doorstep crime scams and financial abuse. As the Service engages with a very small number of adults compared to the population as a whole, the impact is likely to be low.*

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:

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: *Asbestos Drone Inspection Service*

T21 Opportunity Reference: *T21 CCBS03*

Name of the accountable Officer: *Arran Cobley*

Email address of the accountable Officer: *arran.cobley@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 Asbestos Team does not currently offer drone inspection services.

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 proposal is to set up a drone service to extend the range of services provided by the Asbestos Team, to achieve corporate savings for Hampshire County Council through delivering more cost efficient inspections. Commercial drone use is expected to be a growth area that would benefit Regulatory Services, and other County Council departments. Services using the drone service are expected to benefit from reduced inspection costs.

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 checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Impact:					
Mitigation:					
Disability	<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
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 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:

Developing a drone inspection service is not a service that will have an impact on the citizens of Hampshire and is therefore not expected to have an impact on any of the protected characteristics, poverty or rurality.

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)

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:

- | | | |
|---|----------------------------------|--------------------------------------|
| <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 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:**

Appendix 2

	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.</i>				
Mitigation:	<i>A discounted annual membership rate for blue badge holders will also be introduced, where feasible.</i>				
	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: *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.*

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: *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.*

Mitigation:

	Positive	Neutral	Low negative	Medium negative	High negative
Disability	<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
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:					
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 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:

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 - 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:

- | | | |
|---|----------------------------------|--------------------------------------|
| <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 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.

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:

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.

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.

Mitigation:

Appendix 2

	Positive	Neutral	Low negative	Medium negative	High negative
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:					
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:					

	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:

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



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 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:

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.

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:					
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:					
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:					

	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:					
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:					
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.