Cumulative Equality Impact Assessment

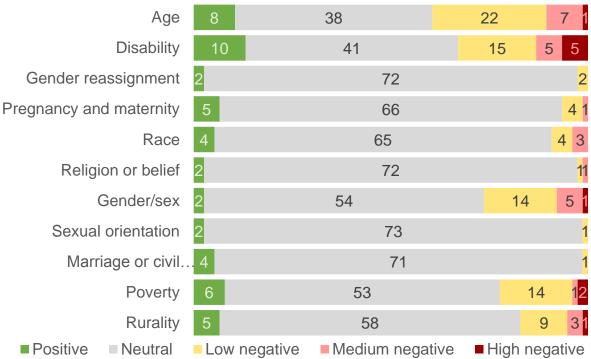
The Cumulative Equality Impact Assessment detailed in this Appendix is based on 76 Equality Impact Assessments (EIAs) completed by 08 September 2021. As these EIAs continue to be reviewed or updated, the Cumulative EIA may `be further revised.

Of the 76 EIAs:

- 22 (30%) indicated that proposals could have a neutral impact on people from key characteristic groups,
- 9 (12%) suggested changes could have a solely positive impact, and
- 44 (58%) highlighted proposals with at least one possible negative impact (high, medium or low). Of these, eight proposed changes (11% of the total) were reported as potentially having both positive and negative impacts.

The chart below provides a summary of the anticipated impacts by characteristic. It shows that the key characteristics most likely to be negatively impacted are age (30 negative impacts), disability (25 negative impacts), gender/sex (20 negative impacts), and poverty (17 negative impacts). The high proportion of negative impacts relating to age and disability reflect that 33 of the 75 EIAs were in relation to proposed changes to services in Adults Health and Care and Children's Services, which account for over 75% of expenditure¹, with services that most frequently support young, older, and disabled people.





¹ Budget and council tax 2021/22 | About the Council | Hampshire County Council (hants.gov.uk)

Of the 44 EIAs that identified potential negative impacts, 33 of these identified negatively impacts on more than one group. The table below shows the frequency of combinations of two characteristics, with combinations that appear at least five times shaded in grey:

	Age	Disability	Gender reassignment	Pregnancy and maternity	Race	Religion or belief	Gender/sex	Sexual orientation	Marriage or civil partnership	Poverty	Rurality
Rurality	10 (13%)	11 (14%)	1 (1%)	2 (3%)	5 (7%)	2 (3%)	5 (7%)	1 (1%)	1 (1%)	10 (13%)	13 (17%)
Poverty	11 (14%)	12 (16%)	1 (1%)	3 (4%)	5 (7%)	2 (3%)	6 (8%)	1 (1%)	1 (1%)	17 (22%)	
Marriage or civil partnership	1 (1%)	1 (1%)	1 (1%)	1 (1%)	1 (1%)	1 (1%)	1 (1%)	1 (1%)	1 (1%)		
Sexual orientation	1 (1%)	1 (1%)	1 (1%)	1 (1%)	1 (1%)	1 (1%)	1 (1%)	1 (1%)		•	
Gender/sex	14 (18%)	9 (12%)	1 (1%)	4 (5%)	4 (5%)	2 (3%)	20 (26%)		•		
Religion or belief	2 (3%)	2 (3%)	1 (1%)	2 (3%)	2 (3%)	2 (3%)		•			
Race	6 (8%)	6 (8%)	1 (1%)	2 (3%)	7 (9%)		•				
Pregnancy and	4	4	1	5		•					
maternity	(5%)	(5%)	(1%)	(7%)							
Gender reassignment	(5%) 2 (3%)	(5%) 1 (1%)	(1%) 2 (3%)	(7%)							
Gender	2	1	2	(7%)							

This demonstrates that the most frequent combinations of impacts involve age, disability, race, gender/sex, poverty, and rurality.

Of the 30 EIAs that referenced impacts on age:

- five mentioned impacts on children and young people, of which one specified those aged 5 to 25,
- seven mentioned impacts on adults, with specific mentions on those aged under 30 (one mention), 30-54 (one mention), and 55-64 (three mentions), and

 16 mentioned impacts on older people, with four specifying impacts on those aged 65 or over

Of the 25 EIAs that referenced impacts on disability:

- 15 made reference to disabled people without reference to any specific disabled groups,
- five mentioned people with physical disabilities,
- four mentioned people with disabilities impacting their motor skills,
- two mentioned people with mental health issues,
- two mentioned learning disabilities, and
- there was one mention each for children with Special Educational Needs or Disabilities (SEND), dementia, or substance misuse issues.

Of the 20 EIAs that referenced impacts on gender, 18 made specific reference to impacts on females, with no reference to impacts on males.

Of the 17 EIAs that referenced impacts on poverty:

- 10 made reference to people on low incomes,
- eight made reference to impacts on areas of deprivation,
- three made reference to those who are digitally excluded,
- there was a single reference to homelessness, and one reference to those without access to transport.

Of the 13 EIAs that referenced impacts on rurality:

- six mentioned impacts on areas with poor service coverage,
- three referred to areas with poor internet connectivity,
- there was a single reference to areas with poor transport links, and one reference to parish and town council areas with lower precepts.

A summary list of all submitted EIAs is included below:

Conclusion

The County Council will continue to consider the impacts of all of the proposals and seek to put in place mitigating actions wherever possible. Furthermore, many of the higher impact proposals will also be subject to stage 2 consultation processes and the EIAs and mitigations will be revised in light of the results of these consultations as appropriate.

E K ey:	Department			Gender reassignment			*		Ē	_		
P Positive impact			_	ᇤ	Pregnancy and maternity		Religion or belief	×	Sexual orientation	Marriage or civil partnership		
L Low negative impact			Disability	isi	egnancy a maternity	0	2	es/.	ent	S o	Poverty	ξ
M Medium negative impact		Age	gap	eas	and	Race	E	- Se	- P	g a) ve	Rurality
High negative impact		'	ä	E	ng m	Œ	ig	Gender/sex	<u>a</u>	ria ar	2	~
				ğ	Pr		- Re	١	ě	Σa		
				ő					٠,			
Finance and Pensions - Operating Model Changes and Income Generation	Corporate Operations	N	N	N	N	N	N	L	N	N	N	N
Internal Audit - Operating Model	Corporate Operations	N	Р	N	Р	N	N	N	N	N	L	N
HR Operations - Casework / Helpdesk	HR	L	N	N	N	N	N	L	N	N	N	N
Occupational Health (OH)	HR	N	N	N	N	N	N	L	N	N	N	N
HR Organisational Change Leadership and Management Development	HR HR	N	N N	N N	N N	N N	N N	L	N N	N N	N	N N
Legal Services – General Income Generation	Law and Governance	N	N	N	N	N	N	N	N	N	N	N
Governance – Risk and Information	Law and Governance	N	N	N	N	N	N	N	N	N	N	N
Children's Services - Post 16 Accommodation – 2021/04/16	Children's Services	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р	Р
Children's Services – Wessex Dance Academy – 2021/04/16	Children's Services	Р	N	N	N	N	N	Ν	N	N	N	Ν
Children's Services – Participation – 2021/04/16	Children's Services	N	N	N	N	N	N	N	N	N	N	N
CSD CS06NWOW /21/06/10 - C&F New Ways of Working	Children's Services	N	N	N	N	N	N	N	N	N	N	N
Children's Services – YOT – 2021/04/16	Children's Services	N	N	N	N	N	N	N	N	N	N	N
Children's Services – Short Breaks Overnight Respite	Children's Services	M	М	N	N	N	N	M	N	N	N	N
Children's Services – Short Breaks Activities – August 2021 Children's Services – Modernising Placements Programme – 2021/03/05	Children's Services Children's Services	P	P	N N	N N	N	N N	M	N N	N N	N N	N N
CSD-Services to Schools	Children's Services	N	N	N	N	N	N	N	N	N	N	N
CSD – Children with Additional Needs	Children's Services	N	N	N	N	N	N	N	N	N	N	N
Skills & Participation	Children's Services	L	L	L	L	L	L	L	L	L	L	L
Childrens Services-Effective budget planning and efficient service delivery of	Children's Services	·										
caretaking and cleaning		N	N	N	N	N	N	N	N	N	N	Ν
Home to School Transport - Service Users	Children's Services	L	М	N	N	N	N	N	N	N	N	М
Home to School Transport - School Escort Staff	Children's Services	М	М	N	N	N	N	М	N	N	N	N
Home to School Transport - Service Team (Staff)	Children's Services	M	N	N	N	N	N	М	N	N	N	N
Children's Services -Workforce Development- 2021/04/26	Children's Services	L	N	N	N	N	N	N	N	N	N	N
CSD – Health integration – 31/3/21 Funding of joint placements between Education and Children's Social Care	Children's Services	L	N N	L	N	N	N	N	N	N	N	N
	Children's Services	N N	N L	N N	N N	N N	N N	N N	N N	N N	N	N P
SfYC Older Adulta Pagidential Care & Demisilian Care	Children's Services Adults' Health and Care	M	L	N	N	IN	N	M	N	N	L	I
Older Adults – Residential Care & Domiciliary Care Learning Disabilities & Physical Disabilities – Extra Care Accommodation	Adults' Health and Care	N	P	P	P	P	P	N	P	P	Р	N
Learning Disabilities & Physical Disabilities – Extra Care Accommodation	Adults' Health and Care	N	P	N	N	N	N	N	N	N	N	N
Learning Disability - Least Restrictive Practice Learning Disability - Review & Reassess	Adults' Health and Care	L	H	N	N	N	N	N	N	N	N	N
Learning Disability & Physical Disability – Volunteering	Adults' Health and Care	N	P	N	N	N	N	N	N	N	N	N
Learning Disability - 60+ Accommodation	Adults' Health and Care	P	<u>.</u> Р	N	N	N	N	N	N	N	N	N
Mental Health – Review & Reassess	Adults' Health and Care	М	Н	N	N	М	N	N	N	N	N	N
Physical Disability – Review & Reassess	Adults' Health and Care	L	Н	N	N	N	N	Ν	N	N	N	Ν
HCC Care (In-House Services) – Income Generation through Discharge to	Adults' Health and Care	Ь	L	N	Z	N	N	N	N	N	Z	L
Assess Bedded Provision		Р		IN	IN	IN	IN	IN	IN	IN	IN	
Demand Management & Prevention – Grants for Voluntary and Social	Adults' Health and Care	М	М	N	N	М	N	N	N	N	М	М
Enterprise Sector												
Development of L&D's own dedicated training venue(s) within HCC estate	Adults' Health and Care	N	L	N	N	N	N	N	N	N	L	N
Learning & Development – Income Generation Headquarters - Technology Enabled Care	Adults' Health and Care Adults' Health and Care	N M	N M	N N	N N	N N	N N	N N	N N	N N	N	N N
Reduction in funding available for social inclusion services (homelessness	Adults' Health and Care		IVI									IN
support services)	Addits Treattrand Care	N	H	N	N	N	N	N	N	N	H	M
Highways Efficiencies	Economy, Transport, and											
	Environment (ETE)	N	N	N	N	N	N	N	N	N	N	L
Contracted Waste Sevices	Economy, Transport, and	L	L	N	N	N	N	N	N	N	Р	N
	Environment (ETE)	L	L	IN	IN	IN	IN	IN	IN	IN	Р	17
Concessionary Travel	Economy, Transport, and	N	N	N	N	N	N	N	N	N	N	N
	Environment (ETE)	.,	.,	.,			.,					.,
Transport Service Reductions	Economy, Transport, and											
1		н	н	N	М	М	М	Н	N	N	н	н
- IT (C. M.	Environment (ETE)	Н	Н	N	М	М	М	Н	N	N	Н	Н
Enhanced Traffic Management	Economy, Transport, and	H P	H P	N N	M P	M P	M	H P	N N	N N	H P	H N
-	Economy, Transport, and Environment (ETE)											
Enhanced Traffic Management HCC Brussels Office	Economy, Transport, and Environment (ETE) Economy, Transport, and											
HCC Brussels Office	Economy, Transport, and Environment (ETE) Economy, Transport, and Environment (ETE)	P N	P N	N N	P N	P N	N N	P N	N N	N N	P N	N N
-	Economy, Transport, and Environment (ETE) Economy, Transport, and	Р	Р	N	Р	Р	N	Р	N	N	Р	N
HCC Brussels Office ETE Operating Model Countryside Service Operating model – staff	Economy, Transport, and Environment (ETE) Economy, Transport, and Environment (ETE) Economy, Transport, and Environment (ETE) CCBS	P N N	P N N	N N N	P N N N	P N N	N N N	P N N	N N N	N N N	P N N N	N N N
HCC Brussels Office ETE Operating Model Countryside Service Operating model – staff Countryside Service operating model – service users	Economy, Transport, and Environment (ETE) Economy, Transport, and Environment (ETE) Economy, Transport, and Environment (ETE) CCBS CCBS	P N N N N N N N N N N N N N N N N N N N	P N N N	N N N N	P N N N N N N N N N N N N N N N N N N N	P N N N	N N N N	P N N N N N N	N N N N	N N N N	P N N N N N	N N N N
HCC Brussels Office ETE Operating Model Countryside Service Operating model – staff Countryside Service operating model – service users Countryside Service commercial strategies – staff	Economy, Transport, and Environment (ETE) Economy, Transport, and Environment (ETE) Economy, Transport, and Environment (ETE) CCBS CCBS CCBS	P N N N N N N N N N N N N N N N N N N N	P N N N N N N	N N N N	P Z Z Z Z Z	P N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N	N N N N N N	P Z Z Z Z Z Z	X X X X X X
HCC Brussels Office ETE Operating Model Countryside Service Operating model – staff Countryside Service operating model – service users Countryside Service commercial strategies – staff Countryside Service commercial strategies – service users	Economy, Transport, and Environment (ETE) Economy, Transport, and Environment (ETE) Economy, Transport, and Environment (ETE) CCBS CCBS CCBS CCBS CCBS	P N N N N N N N	P N N N N	N N N N N N N	P Z Z Z Z Z Z Z Z Z	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P Z Z Z Z Z Z	N N N N N N N	N N N N N N N	P Z Z Z Z Z Z Z Z Z	N N N N N N N
HCC Brussels Office ETE Operating Model Countryside Service Operating model – staff Countryside Service operating model – service users Countryside Service commercial strategies – staff Countryside Service commercial strategies – service users Hampshire Outdoor centres – Staff	Economy, Transport, and Environment (ETE) Economy, Transport, and Environment (ETE) Economy, Transport, and Environment (ETE) CCBS CCBS CCBS CCBS CCBS CCBS	P N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	P N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N
HCC Brussels Office ETE Operating Model Countryside Service Operating model – staff Countryside Service operating model – service users Countryside Service commercial strategies – staff Countryside Service commercial strategies – service users Hampshire Outdoor centres – Staff Hampshire Outdoor centres – service users	Economy, Transport, and Environment (ETE) CCBS CCBS CCBS CCBS CCBS CCBS CCBS CCB	P N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N P	N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	P N N N N N N N N P	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N P	N N N N N N N P
HCC Brussels Office ETE Operating Model Countryside Service Operating model – staff Countryside Service operating model – service users Countryside Service commercial strategies – staff Countryside Service commercial strategies – service users Hampshire Outdoor centres – Staff Hampshire Outdoor centres – service users Asbestos Management Service operating model review - staff	Economy, Transport, and Environment (ETE) Economy, Transport, and Environment (ETE) Economy, Transport, and Environment (ETE) CCBS CCBS CCBS CCBS CCBS CCBS CCBS CCB	P N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N
HCC Brussels Office ETE Operating Model Countryside Service Operating model – staff Countryside Service operating model – service users Countryside Service commercial strategies – staff Countryside Service commercial strategies – service users Hampshire Outdoor centres – Staff Hampshire Outdoor centres – service users Asbestos Management Service operating model review - staff Hampshire Scientific Service expansion of drug testing services – staff and	Economy, Transport, and Environment (ETE) CCBS CCBS CCBS CCBS CCBS CCBS CCBS CCB	P N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N P	N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	P N N N N N N N N P	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N P	N N N N N N N P
HCC Brussels Office ETE Operating Model Countryside Service Operating model – staff Countryside Service operating model – service users Countryside Service commercial strategies – staff Countryside Service commercial strategies – service users Hampshire Outdoor centres – Staff Hampshire Outdoor centres – service users Asbestos Management Service operating model review - staff Hampshire Scientific Service expansion of drug testing services – staff and service users	Economy, Transport, and Environment (ETE) Economy, Transport, and Environment (ETE) Economy, Transport, and Environment (ETE) CCBS CCBS CCBS CCBS CCBS CCBS CCBS CCB	P N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N
HCC Brussels Office ETE Operating Model Countryside Service Operating model – staff Countryside Service operating model – service users Countryside Service commercial strategies – staff Countryside Service commercial strategies – service users Hampshire Outdoor centres – Staff Hampshire Outdoor centres – service users Asbestos Management Service operating model review - staff Hampshire Scientific Service expansion of drug testing services – staff and	Economy, Transport, and Environment (ETE) Economy, Transport, and Environment (ETE) Economy, Transport, and Environment (ETE) CCBS CCBS CCBS CCBS CCBS CCBS CCBS CCB	P N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N
HCC Brussels Office ETE Operating Model Countryside Service Operating model – staff Countryside Service operating model – service users Countryside Service commercial strategies – staff Countryside Service commercial strategies – staff Countryside Service commercial strategies – service users Hampshire Outdoor centres – Staff Hampshire Outdoor centres – staff Hampshire Outdoor centres – service users Asbestos Management Service operating model review - staff Hampshire Scientific Service expansion of drug testing services – staff and service users Registration Service income streams – staff	Economy, Transport, and Environment (ETE) CCBS CCBS CCBS CCBS CCBS CCBS CCBS CCB	P N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P Z Z Z Z Z Z Z Z Z Z Z Z Z Z Z Z Z Z Z	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N
HCC Brussels Office ETE Operating Model Countryside Service Operating model – staff Countryside Service operating model – service users Countryside Service commercial strategies – staff Countryside Service commercial strategies – staff Countryside Service commercial strategies – service users Hampshire Outdoor centres – Staff Hampshire Outdoor centres – staff Hampshire Scientific Service operating model review - staff Hampshire Scientific Service expansion of drug testing services – staff and service users Registration Service income streams – staff Registration Service income streams – service users Registration Service workforce and asset changes – staff Registration Services workforce and asset changes – service users	Economy, Transport, and Environment (ETE) CCBS CCBS CCBS CCBS CCBS CCBS CCBS CCB	P N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P Z Z Z Z Z Z Z Z Z Z Z Z Z Z Z Z Z Z Z	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P	N N N N N N N N N N N N N N N N N N N
HCC Brussels Office ETE Operating Model Countryside Service Operating model – staff Countryside Service operating model – service users Countryside Service commercial strategies – staff Countryside Service commercial strategies – service users Hampshire Outdoor centres – Staff Hampshire Outdoor centres – service users Hampshire Outdoor centres – service users Hampshire Scientific Service expansion of drug testing services – staff Hampshire Scientific Service expansion of drug testing services – staff and service users Registration Service income streams – staff Registration Service workforce and asset changes – staff Registration Service workforce and asset changes – service users Archive and Records Services efficiencies and income generation – staff	Economy, Transport, and Environment (ETE) CCBS CCBS CCBS CCBS CCBS CCBS CCBS CCB	P N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P Z Z Z Z Z Z Z Z Z Z Z Z Z Z Z Z Z Z Z	N N N N N N N N N N N N N N N N N N N
HCC Brussels Office ETE Operating Model Countryside Service Operating model – staff Countryside Service operating model – service users Countryside Service commercial strategies – staff Countryside Service commercial strategies – service users Hampshire Outdoor centres – Staff Hampshire Outdoor centres – service users Asbestos Management Service operating model review - staff Hampshire Scientific Service expansion of drug testing services – staff and service users Registration Service income streams – staff Registration Service income streams – service users Registration Service workforce and asset changes – staff Registration Services workforce and asset changes – service users Archive and Records Services efficiencies and income generation – staff Archive and Records Services efficiencies and income generation – service	Economy, Transport, and Environment (ETE) CCBS CCBS CCBS CCBS CCBS CCBS CCBS CCB	P N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P Z Z Z Z Z Z Z Z Z Z Z Z Z Z Z Z Z Z Z	P N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P	N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P	N N N N N N N N N N N N N N N N N N N
HCC Brussels Office ETE Operating Model Countryside Service Operating model – staff Countryside Service operating model – service users Countryside Service commercial strategies – staff Countryside Service commercial strategies – staff Countryside Service commercial strategies – service users Hampshire Outdoor centres – Staff Hampshire Outdoor centres – staff Hampshire Scientific Service operating model review - staff Hampshire Scientific Service expansion of drug testing services – staff and service users Registration Service income streams – staff Registration Service income streams – service users Registration Service workforce and asset changes – staff Registration Services workforce and asset changes – service users Archive and Records Services efficiencies and income generation – staff Archive and Records Services efficiencies and income generation – service users	Economy, Transport, and Environment (ETE) CCBS CCBS CCBS CCBS CCBS CCBS CCBS CCB	P	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P	X	N N N N N N N N N N N N N N N N N N N	P	N N N N N N N N N N N N N N N N N N N
HCC Brussels Office ETE Operating Model Countryside Service Operating model – staff Countryside Service operating model – service users Countryside Service commercial strategies – staff Countryside Service commercial strategies – service users Hampshire Outdoor centres – Staff Hampshire Outdoor centres – service users Hampshire Outdoor centres – service users Asbestos Management Service operating model review - staff Hampshire Scientific Service expansion of drug testing services – staff and service users Registration Service income streams – staff Registration Service workforce and asset changes – staff Registration Service workforce and asset changes – service users Archive and Records Services efficiencies and income generation – service users Library Service income generation – service users and staff	Economy, Transport, and Environment (ETE) CCBS CCBS CCBS CCBS CCBS CCBS CCBS CCB	P N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P Z Z Z Z Z Z Z Z Z Z Z Z Z Z Z Z Z Z Z	P N N N N N N N N N N N N N N N N N N N	N	P	N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P Z Z Z Z Z Z Z Z Z Z Z Z Z Z Z Z Z Z Z	N N N N N N N N N N N N N N N N N N N
HCC Brussels Office ETE Operating Model Countryside Service Operating model – staff Countryside Service operating model – staff Countryside Service commercial strategies – staff Countryside Service commercial strategies – staff Countryside Service commercial strategies – service users Hampshire Outdoor centres – Staff Hampshire Outdoor centres – service users Asbestos Management Service operating model review - staff Hampshire Scientific Service expansion of drug testing services – staff and service users Registration Service income streams – staff Registration Service income streams – service users Registration Service workforce and asset changes – staff Registration Services workforce and asset changes – service users Archive and Records Services efficiencies and income generation – staff Archive and Records Services efficiencies and income generation – service users Library Service income generation – service users Library Service income generation – service users and staff Library Service budget efficiencies - staff	Economy, Transport, and Environment (ETE) Economy, Transport, and Ervironment (ETE) Economy, Transport, and Environment (ETE) Economy, Transport, and Environment (ETE) CCBS CCBS CCBS CCBS CCBS CCBS CCBS CCB	P N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N		P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N
HCC Brussels Office ETE Operating Model Countryside Service Operating model – staff Countryside Service operating model – service users Countryside Service commercial strategies – staff Countryside Service commercial strategies – staff Countryside Service commercial strategies – service users Hampshire Outdoor centres – Staff Hampshire Outdoor centres – staff Hampshire Scientific Service operating model review - staff Hampshire Scientific Service expansion of drug testing services – staff and service users Registration Service income streams – staff Registration Service income streams – service users Registration Service workforce and asset changes – staff Registration Services workforce and asset changes – service users Archive and Records Services efficiencies and income generation – staff Archive and Records Services efficiencies and income generation – service users Library Service income generation – service users and staff Library Service budget efficiencies - staff Library Service budget efficiencies - staff Library Service Winchester Discovery Centre– staff	Economy, Transport, and Environment (ETE) CCBS CCBS CCBS CCBS CCBS CCBS CCBS CCB	P N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N
HCC Brussels Office ETE Operating Model Countryside Service Operating model – staff Countryside Service operating model – service users Countryside Service commercial strategies – staff Countryside Service commercial strategies – service users Hampshire Outdoor centres – Staff Hampshire Outdoor centres – service users Hampshire Outdoor centres – service users Asbestos Management Service operating model review - staff Hampshire Scientific Service expansion of drug testing services – staff and service users Registration Service income streams – staff Registration Service workforce and asset changes – staff Registration Service workforce and asset changes – service users Archive and Records Services efficiencies and income generation – staff Archive and Records Services efficiencies and income generation – service users Library Service income generation – service users and staff Library Service budget efficiencies - staff Library Service Winchester Discovery Centre – service users	Economy, Transport, and Environment (ETE) CCBS CCBS CCBS CCBS CCBS CCBS CCBS CCB	P N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N
HCC Brussels Office ETE Operating Model Countryside Service Operating model – staff Countryside Service operating model – staff Countryside Service commercial strategies – staff Countryside Service commercial strategies – staff Countryside Service commercial strategies – service users Hampshire Outdoor centres – Staff Hampshire Outdoor centres – service users Asbestos Management Service operating model review - staff Hampshire Scientific Service expansion of drug testing services – staff and service users Registration Service income streams – staff Registration Service workforce and asset changes – staff Registration Services workforce and asset changes – service users Registration Services workforce and asset changes – service users Archive and Records Services efficiencies and income generation – staff Archive and Records Services efficiencies and income generation – service users Library Service income generation – service users and staff Library Service Winchester Discovery Centre – staff Library Service Winchester Discovery Centre – service users Library Service Winchester Discovery Centre – service users Library Service Structure review – staff	Economy, Transport, and Environment (ETE) Economy, Transport, and Ervironment (ETE) Economy, Transport, and Environment (ETE) Economy, Transport, and Environment (ETE) CCBS CCBS CCBS CCBS CCBS CCBS CCBS CCB	P N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N
HCC Brussels Office ETE Operating Model Countryside Service Operating model – staff Countryside Service operating model – service users Countryside Service commercial strategies – staff Countryside Service commercial strategies – service users Hampshire Outdoor centres – Staff Hampshire Outdoor centres – service users Hampshire Outdoor centres – service users Asbestos Management Service operating model review - staff Hampshire Scientific Service expansion of drug testing services – staff and service users Registration Service income streams – staff Registration Service workforce and asset changes – staff Registration Service workforce and asset changes – service users Archive and Records Services efficiencies and income generation – staff Archive and Records Services efficiencies and income generation – service users Library Service income generation – service users and staff Library Service budget efficiencies - staff Library Service Winchester Discovery Centre – service users	Economy, Transport, and Environment (ETE) CCBS CCBS CCBS CCBS CCBS CCBS CCBS CCB	P N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N
HCC Brussels Office ETE Operating Model Countryside Service Operating model – staff Countryside Service operating model – staff Countryside Service commercial strategies – staff Countryside Service commercial strategies – staff Countryside Service commercial strategies – service users Hampshire Outdoor centres – Staff Hampshire Outdoor centres – service users Asbestos Management Service operating model review - staff Hampshire Scientific Service expansion of drug testing services – staff and service users Registration Service income streams – staff Registration Service workforce and asset changes – staff Registration Services workforce and asset changes – service users Registration Services workforce and asset changes – service users Archive and Records Services efficiencies and income generation – staff Archive and Records Services efficiencies and income generation – service users Library Service income generation – service users and staff Library Service Winchester Discovery Centre – staff Library Service Winchester Discovery Centre – service users Library Service Winchester Discovery Centre – service users Library Service Structure review – staff	Economy, Transport, and Environment (ETE) Economy, Transport, and Ervironment (ETE) Economy, Transport, and Environment (ETE) Economy, Transport, and Environment (ETE) CCBS CCBS CCBS CCBS CCBS CCBS CCBS CCB	P N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N
HCC Brussels Office ETE Operating Model Countryside Service Operating model – staff Countryside Service operating model – service users Countryside Service commercial strategies – staff Countryside Service commercial strategies – staff Countryside Service commercial strategies – service users Hampshire Outdoor centres – Staff Hampshire Outdoor centres – Staff Hampshire Outdoor centres – staff Hampshire Scientific Service operating model review - staff Hampshire Scientific Service expansion of drug testing services – staff and service users Registration Service income streams – service users Registration Service workforce and asset changes – staff Registration Service workforce and asset changes – service users Archive and Records Services efficiencies and income generation – staff Archive and Records Services efficiencies and income generation – service users Library Service income generation – service users and staff Library Service budget efficiencies - staff Library Service Winchester Discovery Centre – staff Library Service Winchester Discovery Centre – service users Library Service Structure review – staff CCBS Recreation and Heritage Community Fund Efficiencies - service users Health and Safety review – Public Health and Safety review – Staff	Economy, Transport, and Environment (ETE) CCBS CCBS CCBS CCBS CCBS CCBS CCBS CCB	P N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P	N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P	N N N N N N N N N N N N N N N N N N N
HCC Brussels Office ETE Operating Model Countryside Service Operating model – staff Countryside Service operating model – service users Countryside Service commercial strategies – staff Countryside Service commercial strategies – service users Hampshire Outdoor centres – Staff Hampshire Outdoor centres – service users Asbestos Management Service operating model review - staff Hampshire Scientific Service expansion of drug testing services – staff and service users Registration Service income streams – staff Registration Service income streams – service users Registration Service workforce and asset changes – service users Registration Services workforce and asset changes – service users Archive and Records Services efficiencies and income generation – staff Archive and Records Services efficiencies and income generation – service users Library Service income generation – service users and staff Library Service Winchester Discovery Centre – staff Library Service Winchester Discovery Centre – service users Library Service Winchester Discovery Centre – service users Library Service Structure review – staff CCBS Recreation and Heritage Community Fund Efficiencies - service users Health and Safety review – Public Health and Safety review – Staff	Economy, Transport, and Environment (ETE) Economy, Transport, and Eronomy, Transport, and Environment (ETE) Economy, Transport, and Environment (ETE) CCBS CCBS CCBS CCBS CCBS CCBS CCBS CCB	P N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N
HCC Brussels Office ETE Operating Model Countryside Service Operating model – staff Countryside Service operating model – service users Countryside Service commercial strategies – staff Countryside Service commercial strategies – staff Countryside Service commercial strategies – service users Hampshire Outdoor centres – service users Hampshire Outdoor centres – service users Asbestos Management Service operating model review - staff Hampshire Scientific Service expansion of drug testing services – staff and service users Registration Service income streams – staff Registration Service workforce and asset changes – staff Registration Services workforce and asset changes – service users Archive and Records Services efficiencies and income generation – staff Archive and Records Services efficiencies and income generation – service users Library Service income generation – service users and staff Library Service Winchester Discovery Centre – staff Library Service Winchester Discovery Centre – service users	Economy, Transport, and Environment (ETE) Economy, Transport, and Eronomy, Transport, and Environment (ETE) Economy, Transport, and Environment (ETE) CCBS CCBS CCBS CCBS CCBS CCBS CCBS CCB	P N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N
HCC Brussels Office ETE Operating Model Countryside Service Operating model – staff Countryside Service operating model – service users Countryside Service commercial strategies – staff Countryside Service commercial strategies – staff Countryside Service commercial strategies – service users Hampshire Outdoor centres – Staff Hampshire Outdoor centres – Staff Hampshire Outdoor centres – service users Asbestos Management Service operating model review - staff Hampshire Scientific Service expansion of drug testing services – staff and service users Registration Service income streams – service users Registration Service workforce and asset changes – staff Registration Services workforce and asset changes – service users Archive and Records Services efficiencies and income generation – staff Archive and Records Services efficiencies and income generation – service users Library Service income generation – service users and staff Library Service income generation – service users and staff Library Service Winchester Discovery Centre – staff Library Service Winchester Discovery Centre – service users Library Service Structure review – staff CCBS Recreation and Heritage Community Fund Efficiencies - service users Health and Safety review – Public Health and Safety review – Staff Property Services efficiencies – Service users Broadband, Transformation and Business Support – Staff	Economy, Transport, and Environment (ETE) CCBS CCBS CCBS CCBS CCBS CCBS CCBS CCB	P N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P	P	N N N N N N N N N N N N N N N N N N N	P	N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P	N N N N N N N N N N N N N N N N N N N
HCC Brussels Office ETE Operating Model Countryside Service Operating model – staff Countryside Service operating model – service users Countryside Service commercial strategies – staff Countryside Service commercial strategies – service users Hampshire Outdoor centres – Staff Hampshire Outdoor centres – service users Hampshire Outdoor centres – service users Asbestos Management Service operating model review - staff Hampshire Scientific Service expansion of drug testing services – staff and service users Registration Service income streams – staff Registration Service income streams – service users Registration Service workforce and asset changes – service users Registration Services workforce and asset changes – service users Archive and Records Services efficiencies and income generation – staff Archive and Records Services efficiencies and income generation – service users Library Service income generation – service users and staff Library Service Winchester Discovery Centre – staff Library Service Winchester Discovery Centre – service users Library Service Winchester Discovery Centre – service users Library Service Structure review – staff CCBS Recreation and Heritage Community Fund Efficiencies - service users Broadband, Transformation and Business Support – Staff CCBS Hantsdirect – Staff	Economy, Transport, and Environment (ETE) CCBS CCBS CCBS CCBS CCBS CCBS CCBS CCB	P N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N
HCC Brussels Office ETE Operating Model Countryside Service Operating model – staff Countryside Service operating model – service users Countryside Service commercial strategies – staff Countryside Service commercial strategies – staff Countryside Service commercial strategies – service users Hampshire Outdoor centres – Staff Hampshire Outdoor centres – Staff Hampshire Outdoor centres – service users Asbestos Management Service operating model review - staff Hampshire Scientific Service expansion of drug testing services – staff and service users Registration Service income streams – service users Registration Service workforce and asset changes – staff Registration Services workforce and asset changes – service users Archive and Records Services efficiencies and income generation – staff Archive and Records Services efficiencies and income generation – service users Library Service income generation – service users and staff Library Service income generation – service users and staff Library Service Winchester Discovery Centre – staff Library Service Winchester Discovery Centre – service users Library Service Structure review – staff CCBS Recreation and Heritage Community Fund Efficiencies - service users Health and Safety review – Public Health and Safety review – Staff Property Services efficiencies – Service users Broadband, Transformation and Business Support – Staff	Economy, Transport, and Environment (ETE) CCBS CCBS CCBS CCBS CCBS CCBS CCBS CCB	P N N N N N N N N N N N N N N N N N N N	P N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P	P	N N N N N N N N N N N N N N N N N N N	P	N N N N N N N N N N N N N N N N N N N	N N N N N N N N N N N N N N N N N N N	P	N N N N N N N N N N N N N N N N N N N