

## SP23 Equality Impact Assessment - Hampshire Outdoor centres – Staff

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

Service affected	Hampshire Outdoor Centres
<b>Please provide a short description of the service / policy/project/project phase</b>	Hampshire Outdoor Centres (HOC) is a non-statutory service comprising four residential outdoor education centres; three in Hampshire and one in South Wales. The service mission is to improve the lives of customers and deliver a safe, highly valued, cost effective and quality focused service through the provision of accessible outdoor education and recreational facilities. The centres provide opportunities for all customers to connect with the natural environment, create memorable experiences, learn new skills, and grow through personal development.

	<p>The service employees 65 permanent staff and at high season (summer) employees around 20 seasonal staff.</p>
<p><b>Please explain the new/changed service/policy/project</b></p>	<p>Across all Hampshire Outdoor Centres (HOC), the service will focus on developing earned income through customer growth and retention. The growth objectives focus on three key themes:</p> <ul style="list-style-type: none"> <li>• The development of the core educational offer which provides high quality outdoor learning for schools and other residential groups, supported by an increase in engagement with new customers in the marketplace.</li> <li>• Positioning Calshot Activities Centre as a core destination for visitors to the South Coast and developing into a place that people want to visit, explore, enjoy activities, eat and stay.</li> <li>• Creating new products which broaden ‘public’ access to the facilities at weekends and during the school holidays.</li> </ul> <p>To support this programme across all Hampshire Outdoor Centres the service will explore new and more flexible ways of improving the productivity of our workforce to support the delivery of our growth programme.</p> <p>HOC will examine the impacts of introducing flexible contracting arrangements, changing product structures, releasing efficiencies in our budget establishment to enable financial growth. As part of the SP23 programme the anticipated staffing changes will seek to remove vacant posts and reduce casual budgets, using annualised contracts to match seasonal demands with workforce availability and is expected to focus on efficiencies.</p> <p>This SP23 programme is seeking to change the service delivered to the public, however it is not expected to adversely impact on staffing. Staff are currently used to working a proportionate and high number of weekends and operate on a flexible working system. Exploring alternative contract types is only likely to formalise the current working arrangements. Examining flexible and shorter contracting arrangements may open up new employment opportunities.</p>
<p><b>Engagement and consultation</b></p>	

The County Council's *Serving Hampshire Balancing the Budget* consultation (2021-2023) will seek residents' and stakeholders' views on strategic options for funding the Authority's budget gap. Where applicable, detailed proposals for making savings will be subject to further, more detailed 'stage two' consultation before any decisions on service specific changes are made.

**Has any pre-consultation engagement been carried out?**

(Delete as appropriate)

**No**

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

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

There is no public consultation currently planned as there is no anticipated change to service delivery.

Some proposed product changes may increase the ratio of instructors to participants, staff will be heavily involved in the design, implementation, and review of these new products to ensure they are equipped to deliver these sessions in a new way.

Contracting changes will reviewed with HR and if staff are impacted as part of these workstreams, or it is determined a staff consultation is required, these will be undertaken in line with appropriate HR policies and procedures. An updated EIA or subsequent EIA will also be carried out at that point if required.

**Section two: Assessment**

**Table 1 Impact Assessment**

Protected characteristic (see <a href="#">EIA Guidance</a> for considerations)	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		X				Staff

<b>Disability</b>		X				Staff
<b>Gender reassignment</b>		X				Staff
<b>Pregnancy and maternity</b>		X				Staff
<b>Race</b>		X				Staff
<b>Religion or belief</b>		X				Staff
<b>Sex</b>		X				Staff
<b>Sexual orientation</b>		X				Staff
<b>Marriage &amp; civil partnership</b>		X				Staff
<b>Poverty</b>		X				Staff
<b>Rurality</b>		X				Staff

**Table 2 Geographical impact**

Does the proposal impact on a specific area?

Area	Yes / no	Area	Yes / no	Area	Yes / no
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All Hampshire	Yes	Fareham		New Forest	
Basingstoke and Deane		Gosport		Rushmoor	
East Hampshire		Hart		Test Valley	
Eastleigh		Havant		Winchester	

### **Section three: Equality Statement**

**Table 3 Consideration of and explanation for neutral or low negative impacts**

<b>Protected characteristic</b>	<b>Brief explanation of why this has been assessed as having neutral or low negative impact</b>
Age	<p>The current age profile of the HOC workforce (May 2021);</p> <p>&lt;20 = 1.9%</p> <p>20-29 = 28.3%</p> <p>30-39 = 28.3%</p> <p>40-49 = 15.1%</p> <p>50-59 = 21.7%</p> <p>60-69 = 3.8%</p> <p>&gt;70 = 0.9%</p> <p>The service has a good representation of staff across all age groups up until 60-69. 56.6% of staff fall within the 20-49 age group, with a further 36.8% in the 40 to 59 ages. SP23 workstreams are likely to have a neutral impact on most age groups but may have a positive impact on retired (65+) as the service looks to increase its use of volunteers.</p>
Disability	<p>1.6% of service staff declared a disability which is lower than the County Council as a whole (3.61 in 19/20) The SP23 projects are not expected to have a detrimental impact on any staff in terms of ability to carry out their duties. Individual personnel needs will continue to be monitored by respective line managers and any adaptations put in place as required.</p>

Gender reassignment	There is no data currently available on gender reassignment though there is no evidence that this protected characteristic would be disproportionately affected by the SP23 projects and the impact is therefore assessed as neutral.
Pregnancy and maternity	With 41% of women currently working within HOC it is possible that at the time of SP23 projects there may be staff on maternity leave or currently pregnant. Any staff on maternity leave during any period of change would be given the opportunity to engage in any relevant consultation and be kept briefed throughout the process. This equally applies to those off on paternity and adoption leave. However, there is currently no evidence that this protected characteristic would be disproportionately affected by any SP23 Project proposals and therefore the impact has been assessed as neutral. .
Race	96.8% of service staff have declared their ethnicity as White British and 3.2% of staff have not declared their ethnicity. There is no evidence that this protected characteristic would be disproportionately affected by the HOC SP23 projects.
Religion or belief	There is no data currently available on religion or belief though there is no evidence that this protected characteristic would be disproportionately affected by the SP23 projects and the impact is therefore assessed as neutral
Sex	59% of service staff are male and 41% female which is different to the wider County Council position which has 24% male and 76% female (2019/2020) The SP23 projects are not expected to have a detrimental impact on any staff in terms of their sex and therefore this has been assessed as neutral. There is recognition within HOC that there are less females in leadership roles (grades E to I) and HOC are actively exploring how to address this imbalance. SP23 workstreams with associated new employment opportunities (e.g. Calshot Visitor Services Manager Grade F) may help to reduce this in balance if the best candidate is female. HOC is also actively engaging with other organisations, (the Outward Bound Trust), facing similar challenges and considering how to encourage women into more senior leadership roles within the industry.
Sexual orientation	There is currently no data available on sexual orientation though there is no evidence that this protected characteristic would be disproportionately affected by the SP23 projects and the impact is therefore assessed as neutral.
Marriage & civil partnership	There is currently no data available on marriage and civil partnership though there is no evidence that this protected characteristic would be disproportionately affected by the SP23 projects and the impact is therefore assessed as neutral.

Poverty	The service expects SP23 workstreams to have a neutral impact on this protected characteristic. The service and HR regularly check to ensure the average pay of staff working hours do not fall below the National Living Wage and in rare circumstances where this happens, additional payments are made. Existing HCC pay scales will continue to be followed. It is anticipated that further down the line HOC may need to introduce further instructional resources into the team which will create new employment opportunities. In general, the service expects SP23 workstreams to have a neutral impact on this protected characteristic.
Rurality	It is not anticipated that SP23 workstreams will impact on staff who live in Rural areas. Once the full scope of workstreams have been defined, HOC will assess any impact on staff and either update this EIA or complete a subsequent EIA.

**Table 4 Explanation and mitigation for medium and high impacts**

Protected characteristic	Brief explanation of why this has been assessed as having medium or high negative impact	Is there a Geographical impact? If so, please explain -use list below to identify geographical area(s)	Short explanation of mitigating actions
N/A			

**Table 5 Consideration of and explanation for positive impacts**

Protected characteristic	Brief explanation of why this has been assessed as having positive impact
N/A	

**Box 1 Please set out any additional information which you think is relevant to this impact assessment:**

Once the full scope of each work stream has been defined, HOC will either update this and related EIAs or undertake a subsequent EIA and establish if these alternations are likely to impact (positively or negatively) on any key protected or other characteristic. A separate EIA has been completed for HOC SP23 considering the impact on the public and customers.

In accordance with the Working Time Directive, all instructional staff work an average of 37 hours per week over a 26 week reference period. Time off In Lieu is given for any additional hours which are mutually agreed in advance. TOIL is monitored and managed consistently to ensure there is no significant build up and staff receive adequate time off. Weekend working is regularly monitored to ensure a fair and even distribution amongst the team. Team members can book annual leave and request not to be scheduled for particular shifts which are considered when rotas are devised, usually a month in advance. This practice is common place within the Outdoor Activities Sector.

HOC will explore the opportunity to introduce annualised contracts for some seasonal roles, which will provide them with an opportunity to be paid a consistently year-round (including across periods when they are not working) and the offer the Centres the opportunity to schedule hours which are closer to the needs of the business. In practice an annualised contract is unlikely to increase or decrease the number of hours a member of staff is working. This proposal provides an opportunity to formalise the reality of what happens currently. It is likely that annualised hours will be offered as one contract type in a range of options which could be presented to employees.

A key focus in the growth programme is to increase the number of weekday school groups and opportunities at weekend and during the school holidays. Initially HOC will look to staff these increases from within the current pool of instructors meaning some changes to staff working patterns.

It is anticipated that further down the line HOC may need to introduce further instructional resources into the team which will create new employment opportunities.

Opening the Centres to new and diverse audience is likely to change the customer base. HOC will need to assess these impacts and put in place further training and support with our team to ensure they can meet a diverse range of customer requirements.

## Box 2

**If appropriate, (i.e., it is immediately evident that a full EIA is not necessary) please provide a short succinct assessment to show that due regard has been given and that there is no requirement for a full EIA:**

HOC's SP23 programme is focused on expanding access to service, improving the way we work and improving the way services are delivered. The impact of these changes may result in different contract types offered, different hours being available and improvements to how staff work but at this stage, this is more of an expansion of current options and not fundamental changes



which impact on any specific protected characteristics, however, as the scope for each work stream is defined, we will, depending on the outcome of explorations update this EIA or complete a subsequent EIA.