

Transformation to 2021 proposal details

Name of Transformation to 2021 proposal: Working Differently
T21 Opportunity Reference: WD1 – WD4 Working Differently
Name of the accountable Officer: Michael Burton
Email address of the accountable Officer: Michael.Burton@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: 8/4/2019

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 Working Differently programme focus on the way our staffing budget can be reduced. It looks for efficiencies through the use of new technologies and new ways of working across Adults' Health and Care. Savings would be made through a reduction in the workforce, workforce related costs and travel costs of the department, alongside a potential increase in income. Changes to ways of working to meet the delivery of outcomes to our population and the attendant operational demands will be required to mitigate the reduction in staff numbers.

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:

As a consequence of future proposals, it is envisaged that there could be an overall reduction of the Adults' Health and Care workforce and/or an increase in workload to secure new income. The exact posts and teams potentially affected would not be known until significant further work is undertaken. Working Differently would involve changing how the department is organised and the way it works. The programme would simplify or stop tasks that are currently undertaken, wherever this is possible. New technology would be introduced and investment would be made to create the necessary changes.

Who does this impact assessment cover?

Service users

HCC staff (including partners)

Engagement and consultation

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.

Staff engagement will be required to understand possible approaches to achieve the required savings target. 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 type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Impact:	The demographic mix of the department's workforce shows a higher number of older staff. Further work would be required to identify who falls within the affected staff group and where they work, for example in our directly delivered care provision, this would be clear once further analysis has been carried out.				
Mitigation:	Project team would continue to review and update the Equality Impact Assessment (EIA) as and when it determines which staff members may be affected. Strategies used for previous restructures, including redundancy offers, managed recruitment and redeployment where possible would be used as necessary. Any future trade union consultation would be designed to ensure that all staff, taking into account their protected characteristic, are equally consulted on the proposals to come.				
Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Impact:	Relative to the Hampshire County Council average, the department includes a higher percentage of disabled staff than the County Council overall				
Mitigation:	The Working Differently project team would continue to review and update the EIA as and when it determines which staff members may be affected. Strategies used for previous restructures redundancy offers, managed recruitment and redeployment where possible would be used as necessary. However, given the focus of the department action would continue to be taken to support and increase employment for people with disabilities. Any future trade union consultation would be designed to ensure that all staff, taking into account their protected characteristic, are equally consulted on the proposals to come.				

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

Impact: The affected group has a higher percentage of BME staff than the County Council overall
Mitigation: Project team would continue to review and update the EIA as and when it determines which staff members may be affected. Strategies used for previous restructures redundancy offers, managed recruitment and redeployment where possible would be used as necessary. However, given the focus of our service provision we will continue to support and increase employment for Black Asian and Minority Ethnic staff that reflect the communities in which we operate. Any future trade union consultation would be designed to ensure that all staff, taking into account their protected characteristic, are equally consulted on the proposals to come.

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

Impact: Relative to the Hampshire County Council average, the department includes a higher percentage of female staff than the County Council overall.
Mitigation: Project team would continue to review and update the EIA as and when it determines which staff members may be affected. Strategies used for previous restructures redundancy offers, managed recruitment and redeployment where possible would be used as necessary. Any future trade union consultation would be designed to ensure that all staff, taking into account their protected characteristic, are equally consulted on the proposals to come.

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

Pregnancy and maternity

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)

If agreed, proposals would have a significant impact on staff due to reduced staff numbers over time, potential changes to the skill and capabilities mix, increases in workload, changes to the day to day work that people undertake and a move towards a more flexible workforce. Further development of productivity, more efficient processes, smarter working and exploitation of modern technology would all play their part in this. Specific operational teams and headquarters functions may become less flexible to respond to nonstandard requests. Given that the overall staff numbers could reduce there may be an impact on service users too. At this stage of the programme it is not yet known what service areas or client groups could be affected. As the detail is emerging more in depth EIAs would be carried out to identify the impact not only of staff but also on service delivery.