

## Title CSS01 Budget Savings Proposal – Customer Engagement Team

### Intended Outcome

To deliver a saving of £217k (15% of Team's controllable budget), through a change in the delivery model for face to face services delivered through the council's nine customer service points (CSPs), that reflects the low demand for this service.

### Description

1. We will move to an appointment only model for CSPs and close the doors to walk-in customers whose numbers have fallen to circa 900 a month across all CSPs. This will:
  - Ensure we do not have to close Service Points – they will still provide a face to face service but in a more structured way that allows a reduction in CSP agent resources.
  - Ensure we still provided a face-to-face service for vulnerable or digitally challenged customers by offering easy to make appointments.
  - Retain our Registration Service intact and keep capacity for essential processing tasks currently completed in CSPs like processing of Blue Badges.
  - Protect the digital delivery element of the Customer Engagement Team which is responsible for supporting over 77% of all customer transactions.
2. Concentrate all telephone call traffic handling into the Customer Service Centre, which has our call handling experts and has capacity to take the 15% of calls that have hitherto been answered in CSPs. This will in turn free up capacity in CSPs for essential processing tasks currently completed there, like processing of Blue Badges.

This structured appointment only delivery model will allow the following reduction in agent resources in five mainland and four island CSPs:

Service Point	Current FTE	Proposed Reduction FTE	Potential Reduction Headcount	Remaining FTE	Potential Saving
Campbeltown	2.7	0.7 LGE6	1	2	£ 24,070
Dunoon	2.8	0.5 LGE6	1	2.3	£ 16,337
Helensburgh	4.5	0.8 LGE6	1	3.7	£ 28,401
Islay	2	0.4 LGE7 0.2 LGE9	1	1.4	£ 14,125 £ 9,105
Lochgilphead	3	1.0 LGE6	1	2	£ 34,313
Mull	1.7	0.7 LGE6	1	1	£ 24,296
Oban	3.5	1.0 LGE6	1	2.5	£ 34,313
Rothesay	1.5	0.5 LGE6	1	1	£ 16,782
Tiree	0.4	0.4 LGE7	1	0	£ 14,698
<b>Total</b>	<b>22.1</b>	<b>4.5 LGE6/1.5 LGE7/0.2 LGE9 (6.2 total)</b>	<b>9</b>	<b>15.9</b>	<b>£216,440</b>

How does your proposal align with strategy?

This approach is part of the **Doing Things Differently** budget theme.

It aligns with the **Connect for Success** principles of maximising use of technology and being data and evidence drive.

It also supports the **Corporate Plan** priority of Sustainable Service Delivery – providing the best services we can for the money and resources available.

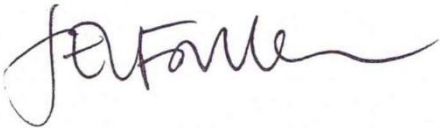
By retaining service points and registration offices we maintain our **Customer Service Strategy** Charter pledge to give customers a wide and inclusive range of ways to contact and engage with us for their convenience and preference, including person to person and with 24/7 digital assistance.

Lead and Appropriate Officers

Lead Officer	Job Title	Service
Robert Miller	Customer Engagement Manager	CSS
Appropriate Officer	Job Title	Department
Jane Fowler	Head of Service Customer Support Service	CSS

Who will deliver the proposal

Robert Miller Customer Engagement Manager

Signed Off By		Date 09.12.2025
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## Evidence

### Data – what data have you used to inform the IIA?

Face to Face Service Delivery is now a very small part of total interactions through the Customer Engagement Team. In FQ1 and 2 of 2025/26 mediated (those requiring handling by a human agent), transactions as a whole made up only 23% of all transactions:

2025/26 ALL TOTALS	Q1	Q2	25/26 for YTD	% for Year
Mediated Transactions (CSC/CSP)	40513	37268	77781	23%
Automated Information + Transactions	129292	135337	264629	77%
Total	169805	172605	342410	

Face to Face accounted for only 8483 of those transactions, which is 11% of mediated transactions and 2.5% of all interactions, but the running of the mediated services takes up over three quarters of the staff resources and face to face accounts for 63% of that mediated staffing and 32% of total budget. Half of that amount is required to run the statutory Registration Service, but there is an imbalance in resourcing because under the current delivery model we are required to keep the CSPs open in the mornings and staffed for walk in customers.

MEDIATED TRANSACTIONS 2025/26	Q1	Q2	Total
Telephone	26196	24969	51165
Face to Face	5027	3456	8483
Email	5721	5679	11400
Letter	769	820	1589
Smart Assistant	173	109	282
Digital Assistant	1608	755	2363
ChatBot	644	1170	1814
Text	64	91	155
Webmail (Contact Us form)	5	7	12
Chat	227	109	336
Voiceform	79	103	182
Total	40513	37268	77781

	Mediated	Digital
FTE	34.5 (77%)	10.3 (23%)
Interactions Handled FQ1/2	77.8K (22.5%)	266.6k (77.5%)

The footfall at many CSPs is very low and has been reducing over time as customers increasing switch to the convenience of digital. 946 customers a month used CSPs on average in the first half of this year:

F2F Statistics All CSP's for FQ1 & FQ2 2025/26		
Month	Registration Events	Unique Contacts
April	218	992
May	267	924
June	242	939
July	255	1001
August	227	923
September	270	897
Total	1479	5676
	246 per month	946 per month
	301 pm in 2022	1697 p month in 2021/22

Service Point Totals from 1/10/24 to 30/9/25										
Key measures by CSP	Campbeltown	Dunoon	Helensburgh	Islay	Lochgilphead	Mull	Oban	Rothesay	Tiree	
Average Face to Face Incidents per month	307	262	327	52	205	105	235	168	10	
Total Unique Contacts in 12 month period	1790	1673	2386	438	1119	569	1899	1317	76	
Average Unique Contacts per month	149	139	198	36	93	47	158	109	6	
Total Reg Events in 12 month Period	236	469	762	93	337	97	526	162	22	
Average Reg Events per month	19	39	63	7	28	8	43	13	1.8	
Average Reg Events per month for 2022/23	22	47	101	9	36	10	43	16	2	
Total Counter Payments in 12 month Period	815	1059	1953	238	705	247	1168	577	48	
Average Counter Payments per month	67	88	162	19	58	20	97	48	4	
Average Counter Payments per month for 2022/23	54	77	516	20	27	20	68	29	8	

The table below shows the type of enquiry logged at CSPs in the first two quarters of 2025/6. A third are registration related and the bulk of these are already arranged by appointment e.g. to register a death. The remainder are largely walk in enquiries for social care, to make card payment or regarding benefits:

CSP Enquiries by type FQ1/2 2025					
SERVICE	FQ1	FQ1(%)	FQ2	FQ2(%)	TOTAL
Benefits	477	9%	525	10%	1002
Book It	97	2%	110	2%	207
Corporate Complaints	1	0%	0	0%	1
Council Enquiry	817	15%	591	11%	1408
Council Tax	397	7%	352	7%	749
Education	4	0%	18	0%	22
Governance and Law	113	2%	139	3%	252
NEC	59	1%	84	2%	143
Payments	536	10%	619	12%	1155
Planning and Building Standards	34	1%	26	0%	60
Registration	1748	32%	1666	31%	3414
Regulatory Services	44	1%	46	1%	90
Roads and Amenity Services	271	5%	238	4%	509
Social Work	889	16%	891	17%	1780
	5487		5305		10792

Part of the proposal is to move customer calls currently handled in CSPs to the CSC – the CSPs answer about 10- 15% of customer calls (551 out of 4876 in November 2025). The extract below shows that in November there was 20% spare capacity in the CSC with agents at Ready status awaiting a call or email for 268 hours out of 1324 hours. Hence they have capacity to take the CSP calls:

Telephony/Oracle	Total Hours	Percentage
Logged on Hours for November	1324.00	100
Time Spent on Busy Status (hh:mm:ss)	333.00	25%
Ready Status (hh:mm:ss)	268.00	20%
Interacting (hh:mm:ss)	672.00	55%

**Other information – This may include reference to reports by other people/organisations relevant to the impacts you identify.**

The change of service delivery model in the CSPs is not to close them in entirety as they are required to provide the District Offices for the statutory Registration Service, an alternative contact channel for customers who struggle with Digital. They are also processing hubs for certain activities. Those activities include processing Blue Badge and Under 22 Travel Card applications:

Blue Badge Applications	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Total 2025-26	80	82	79	157	99	129	137						
Total 2024-25	172	148	125	139	108	135	110	110	87	111	169	100	1514

In 2024/25 there were 2889 Under 22yo Entitlement Card enquiries handled and 252 card applications processed.

### Consultation – What consultation/engagement have you carried out to inform the IIA?

- Customer Service Point Supervisors
- Customer Service Point Agents
- Customer Service Centre Agents and managers
- Tiree Community Council
- Tiree Community Business

A digest of matters raised is noted below:

Issues Raised
Lone Working as there would only be one Permanent CSP Member. Cemetery Lair Management if CSP Officer is away (Could go to Oban) Recycling Punch Cards sales if CSP shut: Could move to Online or Tip. Emergency Wedding Ceremony cover (HBR in Kilfinichen or Oban) Access to Foodbank upstairs will need alternative access arrangements.
Noted that Helensburgh Reception would still need to be covered in the mornings even if the CSP was shut. Noted Helensburgh was the busiest CSP with circa 200 F2F customers a month and 63 registration Events a month.
Noted that Office was vital to fulfilment of statutory Blue Badge application process with office being BB lead and both agents processors. Noted that customers would need to make appointments to pick up Minibus keys as part of a revised process to be agreed with Transport.
Noted that Oban still has regular footfall of vulnerable customers (160p/month of whom 100 make counter payments) with 43 registration events a month. Noted that Oban is growing and has plans for another large new housing estate, also that if Mull and Lochgilphead are reducing staff then Oban will be needed to provide backup and to CSC if network out in C'Town. Oban holds 3 sets of minibus keys so need to make pick up arrangements.
Noted that Dunoon still has reasonable footfall (140 per month with 39 registration events a month) and this may increase with imminent relocation to Argyll House, which is more centrally located. Noted that CSP was to become reception at Argyll Hse, so alternative intercom arrangements will be needed. Noted that cut on Rothesay would leave a lone worker situation that would require alternative measures.
Noted that counter also currently acts as reception for Manse Brae, so if it closes then alternative arrangements need to be put in place e.g. intercom. Noted that CSP staff do room bookings for building staff, so they would need to DIY online. Noted Manse Brae also hold minibus keys.
Noted that Campbeltown was actually a very busy office given size of local population with 150 face to face customers a month. Though only 19 registration events. Noted that Campbeltown is processing hub for u22 NEC Card enquiries, Blue Badge Applications and FSM/CG. Noted Campbeltown also has Senior registrar and sole Registration Trainer so really needs resource for core customer work.
Concerns noted re elderly and vulnerable customers that do not have a clue about online services etc

## **Gaps in Evidence – Are there any gaps in evidence?**

The IIA consultation of other stakeholders is in progress so their input is outstanding and will be incorporated as it is received e.g. from Relevant Community Councils.

## **Knock on Effects**

### **Knock-n effect – will your proposal have knock-on effects?**

Yes

### **Knock on Effects Details**

There will be a requirement to review building access arrangements at some Service Points e.g. for the foodbank at Mull CSP and Manse Brae.

There will need to be a review of the Minibus key pick up arrangements at the CSPs that currently hold these.

There are some CSP specific activities that will require alternative arrangements to be put in place e.g. Lochgilphead CSP staff make room bookings for other staff in that building.

## **Monitoring**

### **How will you monitor the impacts of your proposal as it progresses?**

Quantitative impacts such as changes in customer demand for CSP services and increased use of digital will be monitored through the sophisticated customer relationship management tools in place in the Customer Engagement Team.

Qualitative and equality impacts will be measured through the regular satisfaction surveys (for which there is already a good baseline of historic evidence) as every appointment attendee will be offered a survey including questions on fairness and access etc. and these will be reported quarterly. We will also have feedback from CSP officers, elected representatives at Community Council and elected member level. Feedback can also be sought from the community organisations who we currently partner to deliver services.

Employee impacts will be evaluated through statistical returns, absence returns and employee meetings such as the minuted Area Team Meetings. Financial impacts will be monitored from monthly budget reports and Highlight Reports to Customer Support Services Mgt Team Meetings and input to Policy Leads.

## **Fairer Scotland Duty**

## Impact on service users

<b>Mainland Rural Population</b>	<b>Island Population</b>	<b>Low Income</b>	<b>Low Wealth</b>	<b>Material Deprivation</b>
Negative	Negative	Negative	Negative	Negative
<b>Area Deprivation</b>	<b>Socio-Economic Background</b>	<b>Communities of Place</b>	<b>Communities of Interest</b>	
Negative	Negative	Negative	No impact	

### Impacts on service users details

This change in service delivery model is not removing CSPs or the Registration Service from any community, however it is changing how the people in those communities access their face to face service and that may impact on those service users who struggle to use digital alternatives or who will find the making of an appointment problematic. That cohort will typically be customers who have disabilities or low income that restricts connectivity or access to devices and thus have equality barriers to access; particularly at very difficult times in their lives.

An appointment only service imposes a degree of inconvenience on customers used to turning up when it is most suitable for them. This is particularly so when the interaction is a brief one such as having to make an appointment just to hand over documents. It may also require customers to take time off work when they could previously have interacted during a lunch break. It is also difficult to use for those leading chaotic lives through drug & alcohol or mental health issues.

The change affects both mainland and Island communities and as such there is equity of application of the change, however Section 7 and 8 duties require the council under the Islands (Scotland) Act 2018 to assess impacts “likely to have an effect on an island community which is significantly different from its effect on other communities”. The perceived reduction of face to face representation will potentially affect these communities disproportionately because they are more vulnerable to digital service disruptions and due to the fact their more aged populations are less likely to undertake or have support to undertake digital transactions. The closing of the doors at CSPs could also be regarded as a further diminution of vital island services for locals and visitors and thus contribute to a reduced sense of community of place and community wellbeing.

A reduction in CSP staffing will also impact the council’s resilience when dealing with any major emergency, for example in the Covid Pandemic the



CSP staff did thousands of calls out to shielding customers and helped arrange food parcels at a local level.

### Don't knows identified

None

### Impact on service deliverers

<b>Mainland Rural Population</b>	<b>Island Population</b>	<b>Low Income</b>	<b>Low Wealth</b>	<b>Material Deprivation</b>
Negative	Negative	Negative	Negative	No impact
<b>Area Deprivation</b>	<b>Socio-Economic Background</b>	<b>Communities of Place</b>	<b>Communities of Interest</b>	
Negative	No impact	Negative	No impact	

### Impacts on service deliverers details

The reduction in staffing reduces resilience and capability to deal with significant peaks of customer demand due to seasonal, cyclical and one off operational demands and emergencies. This has potential for temporary reductions in service quality as demand exceeds capacity or appointments cannot be honoured. That in turn may impact employee wellbeing. There is a consequent probability of increased customer dissatisfaction, resulting in more complaints and thus reputational damage and rework. The Service is currently accredited with the Customer Service Excellence standard.

The income from these posts goes to the individuals and then communities concerned. The loss of tens of thousands of pounds of wage income through lost salaries will have a ripple effect on affected officer, Island and remote rural prosperity.

The council operates a redeployment policy and remote working means geographical barriers are reduced for employment opportunities, but there are fewer council jobs on islands and the loss of income to any officers who cannot be redeployed and will be made redundant will have a significant negative impact.

There is a gender equality issue with the proposal in that 9 out of the 11 employees whose posts are at risk of redundancy are female, although this is proportionate to the overall gender make up of the face-to-face service.

Mull and Rothesay CSPs will become lone worker CSPs thus will require full risk assessment and mitigations put in place.



## **Due regard**

There was due regard to minimising negative impacts and minimising inequality and impacts on users.

Although the provision of a walk in service is of undoubted benefit to vulnerable customers, it is a very expensive service to provide; particularly on a cost per transaction basis. Face to face averaged £14.34 cost per transaction in 2024/25 compared to £4.26 for a contact centre call and 31p for an online transaction. Hence when it comes to reducing budgets far fewer people are affected per pound by reducing the face to face service than digital or contact centre resources.

The proposed change in model does NOT mean closing the service points, but moving to an appointment based model. An on demand face to face service is arguably a luxury the council can no longer afford, whereas an appointment based model allows a core face to face service to be provided, but in a more structured and sustainable way. By having the same model on islands and mainland there is equality of service provision irrespective of geography.

The Registration service has been safeguarded, not only because this is a statutory service, but because it is the most popular service required by and used by CSP customers, with nearly a third of all visits to CSPs for Registration.

The level of resource cuts at each CSP (and thus impact on individual staff at risk of redundancy) has had due regard to their workloads, footfall, registration activity, processing activity and trends over time. This has led to an equitable balance of reductions whilst leaving CSPs with enough resources to provide an appointment service; particularly as they will no longer have to answer telephone calls for the CSC.

**No Impact Justification** (To be completed if the screening has shown you do not have to complete this impact assessment)

There is no definable impact on Communities of Interest for Service Users (unless that Community is CSP customers) and Communities of Interest, Socio-economic Background and Material Deprivation for service providers.

Consumer Duty

Does your proposal affect individuals, businesses or both?

Both, but individuals are by far the greater users of CSP services.

On the basis of your assessment, what are the likely impacts of your proposal?

<b>Choice</b> Negative	<b>Fairness</b> Negative	<b>Redress</b> Negative	<b>Safety</b> No impact
<b>Information</b> Negative	<b>Access</b> Negative	<b>Representation</b> No impact	

Describe the positive impacts you have identified

This by appointment model of delivery is a more financially sustainable one as the cost of retaining an on demand service where footfall is below 1000 customers a month and only 2.5% of all interactions – yet takes 32% of the team budget. Moving to an appointment model allows a face to face to face service to remain for those who cannot do digital and fulfils the “No-one left behind” promise.

Describe the negative impacts you have identified

Removing an on demand walk up service will constrict access to service by making customers book an appointment at a time that aids efficient service delivery but which may be less convenient to customers.

The change in model will restrict choice, just as the move to morning only walk in service did in 2022, but that too was a sensible and accepted reflection of the cost to deliver outweighing customer convenience.

As noted above although the change applies fairly across all CSPs, it may impact Island consumers more than mainland ones due to connectivity and age profile demographics.

There may be informational impacts in that although customers largely visit CSPs to make specific transactions, they can elicit information in the form of brochures, posters and word of mouth. If fewer customers choose to use CSPs because they have to make an appointment then the opportunity to gain information will reduce.

Consumers of the CSP service do use them to seek redress, although this is very low in number – only seven reports in FQ1+2 of 2025/6. Customers could still make an appointment to do this.

**What alternatives have you considered which can improve outcomes for customers and/or reduce harm?**

This appointment model is the alternative to full closure of the CSPs which would have much more negative impact. As would retaining the status quo for Face to Face to making cuts to digital or Contact Centre, where many more customers would be affected.

A variable model of keeping the four most well used CSPs open as present to walk-ins but closing the less used ones was considered but this would result in claims of different areas being treated more favourably and would still require alternative cuts to digital and CSC to make saving targets.

**How have you reduced harm to consumers through the development of your proposal?**

The development of an appointment based model with no CSP closures and protection for the Statutory Registration Service is the best balance between providing an efficient service but one which still provides a face to face alternative for digital strugglers. In this way harms are reduced. It should also be remembered that the telephone based contact centre service is not affected.

**If you have not been able to reduce harm to your consumers, why not?**

N/A

**No Impact Justification** (To be completed if the screening has shown you do not have to complete this impact assessment)

There is no impact on safety or representation aspects of consumer duty as consumers still have the opportunity to raise safety concerns or give input to council services through the telephone and by appointment at CSPs for non digital users and the full range of digital services are open to other consumers.

## **Children's Rights and Wellbeing**

### **Direct and indirect impacts on children and young people**

**Are there any aspects to your proposal which directly impact on children?**

No. Children do not use CSPs. The under 22 Travel Card Service will still be fully supported.

**Are there any aspects to your proposal which indirectly impact on children?**

No. Parents of children can use laternative channels or make a face to face appointment or raise concerns through schools.

**Describe which groups of children and young people are affected by your proposal.**

N/A

**How are these groups you have identified affected by your proposal.**

N/A

**Children’s rights**

<b>Article 2: (non-discrimination)</b> No impact	<b>Article 3: (best interest of the child)</b> No impact
<b>Article 6: (life, survival and development)</b> No impact	<b>Article 12: (repect for the views of the child)</b> No impact

**Have you identified any other articles as being relevant to your proposal?**

No

**What articles are relevant to your proposal?** (This, along with the following five questions, appears if you answer ‘yes’ to having identified other articles as being relevant.)

N/A

**If you have identified any positive impacts, describe what these are?**

N/A

**If you have identified any negative impacts, describe what these are?**

N/A

**What options have you considered to reduce negative impacts?**

n/A

**If you cannot implement measures to mitigate impact why not?**

N/A

If you have identified relevant articles for which you don't know what the likely impact will be, how will you monitor impact as your proposal progresses?

N/A

Children’s wellbeing

For each wellbeing indicator, review whether your proposal will result in an improvement to children’s wellbeing or not. (More information about the indicators is given in the guidance.)

<b>Safe</b> No impact	<b>Healthy</b> No impact	<b>Achieving</b> No impact	<b>Nurtured</b> No impact
<b>Active</b> No impact	<b>Respected</b> No impact	<b>Responsible</b> No impact	<b>Included</b> No impact

For the indicators where you believe your proposal will result in reduced children's wellbeing, explain what these reductions will be.

N/A

For the indicators where you believe your proposal will result in improved children's wellbeing, explain what these improvements will be.

N/A

If you have identified any indicators as being relevant to your proposal, but you do not know what the impacts will be, explain how you will monitor impact as your proposal progresses.

N/A

**No Impact Justification** (To be completed if the screening has shown you do not have to complete this impact assessment)

Children do not use CSPs. The under 22 Travel Card Service will still be fully supported.

Island Communities

How many islands does your proposal affect?

Some

Which islands are affected by your proposal?

Mull, Tiree, Bute,Islay

Does your proposal impact on island communities...?

Demography	Economy	Society
Negative	Negative	Negative

Describe any positive impacts you have identified.

The move to an appointment based CSP model will allow CSPs to be provided on a more financially sustainable footing that will help to retain them as offices on islands for face to face customer service and as Registration Offices and community hubs for meetings etc.

Describe any negative impacts you have identified.

There will be a net loss of 2.2FTE staff across the four islands:

Service Point	Current FTE	Proposed Reduction FTE	Potential Reduction Headcount	Remaining FTE	Potential Saving	Average footfall p/Month	Registration Events 2024	Other Activities at CSP
Islay	2	0.4 LGE7 0.2 LGE9	1	1.4	£ 14,125 £ 9,105	38	110	Blue Badges Blue Badges
Mull	1.7	0.7 LGE6	1	1	£ 24,296	49	107	Stats, TUO
Rothsay	1.5	0.5 LGE6	1	1	£ 16,782	105	182	FSM/CG
Tiree	0.4	0.4 LGE7	1	0	£ 14,698	7	23	

This will reduce income to the islands by a total of £79,000 from salaries.

An appointment based model will require customers to contact the council to make a face to face appointment, which is a restriction on choice and access. The change affects both mainland and Island communities and as such there is equity of application of the change. However islands have poorer connectivity and older populations with more disabilities, so this change may affect these communities disproportionately because islanders will find it more difficult to make an appointments and poor public transport makes it harder to keep them.

Islands are more vulnerable to disruptions and CSPs are centres for emergency support and less staff means less resilience. The closing of the doors at CSPs could also be regarded as a further diminution of vital island services for locals and visitors and thus contribute to a reduced sense of community of place and community wellbeing.

**If you do not know what the impacts will be, you should reflect this in your monitoring arrangements for the proposal.**

Noted

**Describe how your proposal affects the islands communities you have identified differently from other communities including other islands communities and mainland areas.**

As noted above the proposals are the same for mainland and island but it is the connectivity, demographic and resilience elements that may impact islands differentially. The loss of income will also be more greatly felt to smaller island economies and less job opportunities for people in these remote communities. There are also likely to be more disruptions to an appointment service on island CSPs as they do not have numbers to provide back up if there is sickness.

**How will you ensure your proposal delivers equivalent levels of service to the islands communities you have identified compared to other areas, including mainland areas? (In your answer you should include descriptions of:**

The appointment based delivery model is the same on the islands and mainland and both ensure a viable statutory Registration service for births deaths and marriages and remote working allows this work to be done anywhere in Argyll and Bute.

Hyper local arrangements will be covered through provision of alternative or partner arrangements for example physical Tip Tickets for commercial waste dumping on Tiree has been moved to a digital process and cover agreed for Lair management.

Cover arrangements will be put in place from other CSPs for Mull and Bute where single officer CSPs will be left after staff reductions. This will cover Annual Leave and sickness, although there will be a greater risk of unforeseen CSP closures.

**If you have not been able to mitigate impacts, why not?**

N/A

**No Impact Justification** (To be completed if the screening has shown you do not have to complete this impact assessment)

N/A



# Equality impact

## Equality impact on service users

<b>Disability</b>	<b>Race</b>	<b>Marriage and civil partnership</b>	<b>Religion or belief</b>	<b>Sex</b>
Negative	No impact	No impact	No impact	No impact
<b>Pregnancy and maternity</b>	<b>Age</b>	<b>Sexual orientation</b>	<b>Gender reassignment</b>	
No impact	Negative	No impact	No impact	

### Impact identified

The main impacts will be on the elderly and disabled who are less likely to be able to navigate an appointment-based face to face service as these cohorts tend to be digital strugglers.

There is also anecdotal evidence from CSP officers that certain customers from these cohorts use CSPs to reduce their isolation in that visiting the CSPs gives them a reason to go out and interact with CSP staff and others. Having appointments may disincentivise them from doing this.

### Don't knows identified

N/A

## Equality impact on service deliverers

<b>Disability</b>	<b>Race</b>	<b>Marriage and civil partnership</b>	<b>Religion or belief</b>	<b>Sex</b>
No impact	No impact	No impact	No impact	Negative
<b>Pregnancy and maternity</b>	<b>Age</b>	<b>Sexual orientation</b>	<b>Gender reassignment</b>	
No impact	Negative	No impact	No impact	

### Impact on service deliverers

Nine out of eleven at risk of redundancy employees are female so there is an equality imbalance, although this proportion does reflect the overall gender balance of the service.

Older at risk of redundancy employees may find it difficult to find alternative employment as studies have indicated that this is generally the case.

## **Don't knows identified**

N/A

## **Due regard**

In order to ensure ongoing access to council services for those cohorts with protected characteristics that struggle with digital services this proposal has ensured the Customer Service Centre telephone service is unaffected and the face-to-face service is moved to a more sustainable appointment based service. The Registration service will also be protected.

Care will be taken to ensure the booking of appointments is made as simple as possible and will be available by telephone, email and online so that the potential barrier to access for the elderly and disabled is minimised.

**No Impact Justification** (To be completed if the screening has shown you do not have to complete this impact assessment)

There is no material impact from the proposals on the following protected characteristic cohorts: Race, Religion or belief, Sex, Pregnancy and maternity, Sexual orientation, Gender re-assignment. Marriage and Civil Partnership will be unaffected as the Registration Service and local registration offices that are also CSPs, will be protected by these proposals.