

# CSS03 CSP Service Redesign EqSEIA November 2021.

## Section 1: About the proposal

### Title of Proposal

Redesign of face to face service in Customer Service Points to reflect changes in customer contact behaviours.

### Intended outcome of proposal

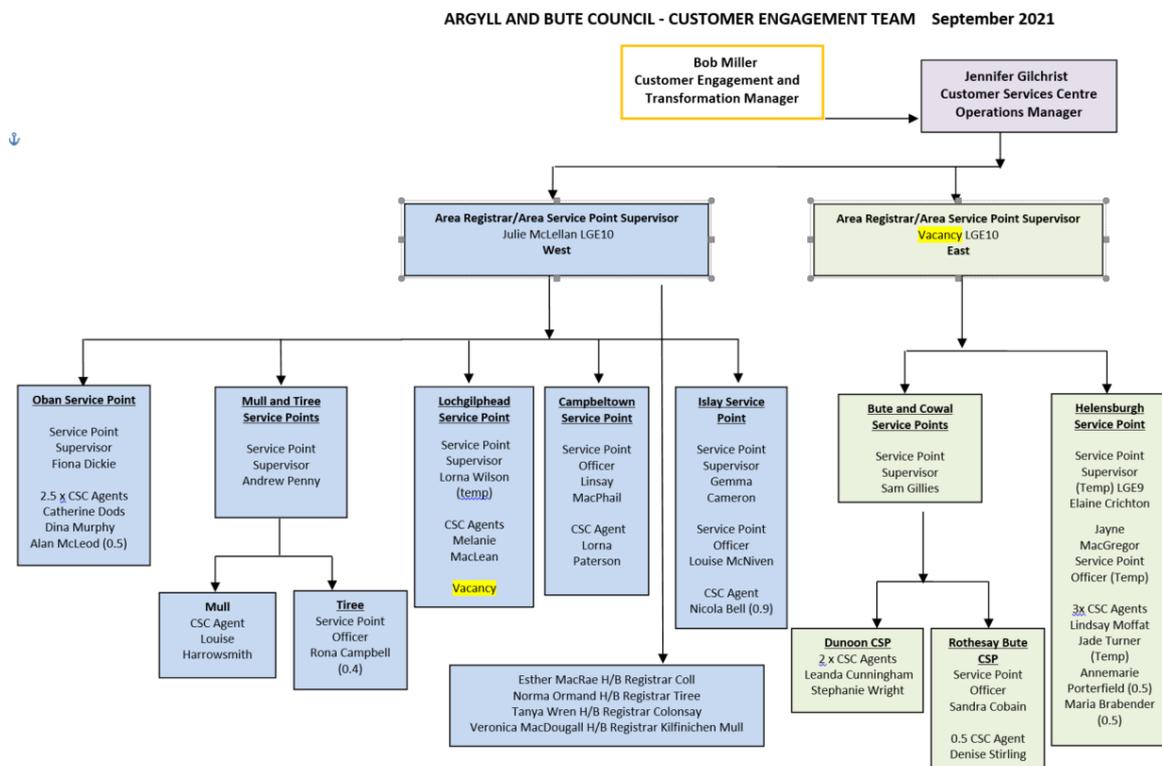
To better match resources to meet customer changed demands and preferences in the Service Point and Registration services, that have been accelerated by the covid pandemic.

### Description of proposal

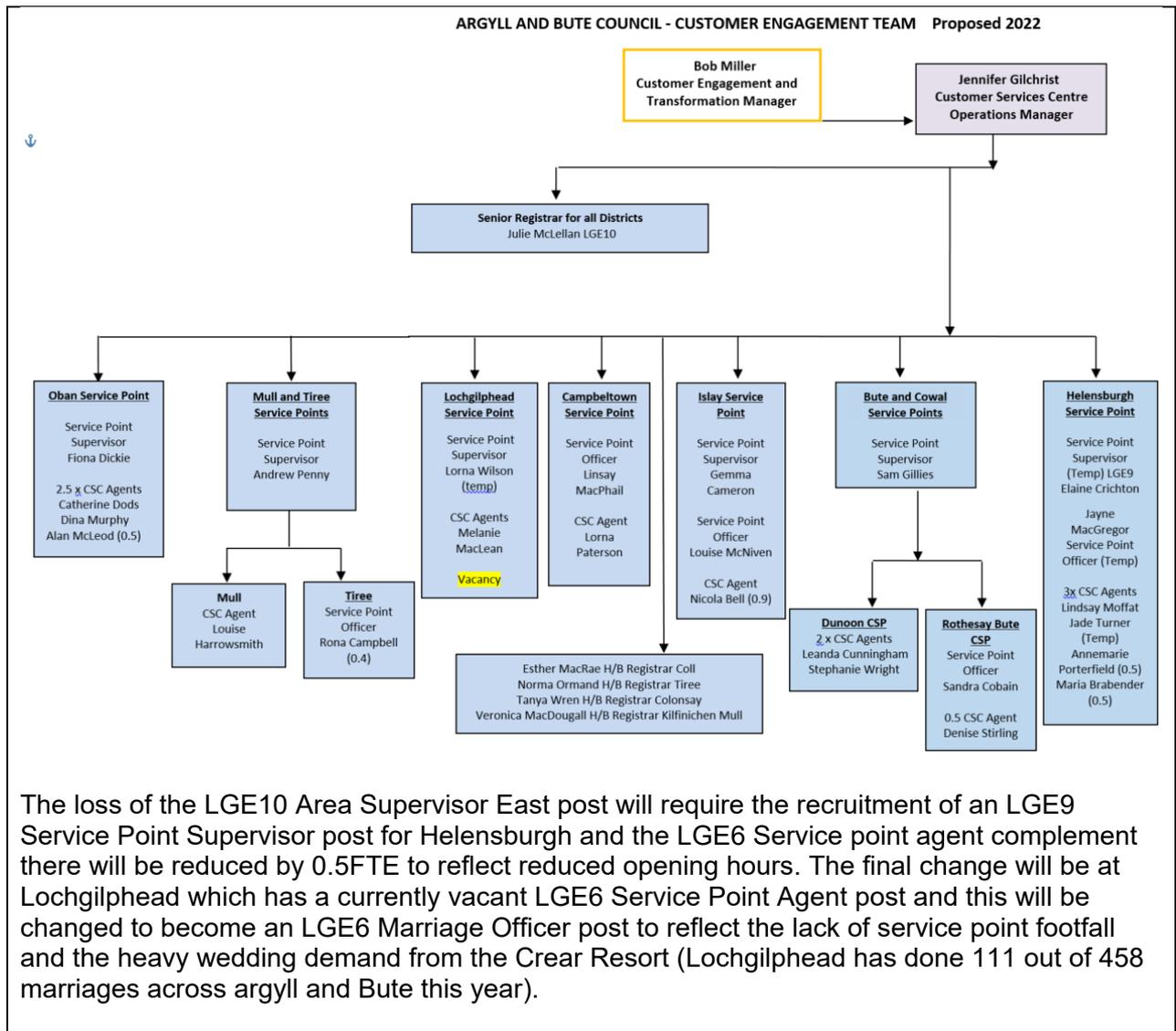
The pre pandemic model for Service Points was to open to walk up and appointment customers from 9am until 5pm, except for an hour at lunchtime. Following a successful period of trial running from August-October 2021 of opening for walk in customers from 9am until noon and for appointments from 1pm- 5pm, it is proposed make that trial model permanent. The trial has shown that footfall is only 38% of pre-pandemic levels and the reduced hours is sufficient to meet demand. It also allows the Service Point staff to focus on registration activities in the afternoon as these are largely appointment based and most wedding/partnership ceremonies take place in the afternoon.

The second element of the proposal is to restructure the Service Point management to take account of reduced Service Point activity. Hence the Service Point Supervisors will now report directly to the LGE12 CSC Operations manager for all Service Point elements and there will be an LGE10 Senior Registrar responsible for leading on all registration activities:

#### CURRENT:



#### PROPOSED:



**Strategic Priorities to which the proposal contributes**

- We ensure information and support is available to everyone
- We are efficient and cost effective

**Lead officer details**

Name of lead officer	<b>Jane Fowler</b>
Job title	<b>Head of Service – Customer and Support Services</b>
Department	<b>Kirsty Flanagan Director</b>

**Appropriate officer details**

Name of appropriate officer	<b>Bob Miller</b>
Job title	<b>Customer Engagement Manager</b>
Department	<b>Kirsty Flanagan Director</b>

Sign-off of EIA	Jane Fowler
Date of sign-off	5 <sup>th</sup> November 2021

**Who will deliver the proposal?**

Bob Miller will deliver the proposal reporting to Kirsty Flanagan’s DMT

## Section 2: Evidence used in the course of carrying out EqSEIA

### Consultation / engagement

Customer Engagement Survey and Report – February 2021 (981 respondents)  
 Two Papers to SMT on future of Customer Service Points December 2020 and May 2021  
 Input from Customer Service Point Supervisors at quarterly Area Team Meetings  
 Input from Recovering Council Gp representatives on Customer Engagement Workstream

### Data

- Customer Engagement Survey Return, shows low intent to use Service Points after pandemic:

**Q5. Going forward, including after the pandemic, which of these methods for contacting the council do you think you will now use the most ?:**

	Digitally Enabled	Hard to Reach
Email	486 (33%)	57 (21%)
Website	427 (29%)	40 (15%)
Telephone	404 (28%)	125 (46%)
Local Office/Service Point*	70 (5%)	29 (11%)
Webchat	36 (3%)	3 (1%)
Letter/writing	12 (1%)	11 (4%)
Social Media	11 (1%)	0
Web Bot (Abby/Smart Asst)	7 (1%)	2 (1%)
Text/SMS	8 (1%)	4 (2%)
Other	5	0

- Tracking and analysis of face to face customer footfall to CSPs from August – October 2021 and comparison with 2019/20 equivalent pre-pandemic benchmark shows that this low intent has been realised as traffic is at 38% of pre-pandemic levels:

Group	Unique Contact Count	
	2019	2021
Helensburgh CSP	1242	494
Oban CSP	1021	389
Lochgilphead CSP	463	178
Campbeltown CSP	819	332
Kilmory	69	11
Tiree CSP	117	16
Islay CSP	405	109
Dunoon CSP	1013	346
Mull CSP	316	148
Rothesay CSP	372	188
<b>Total</b>	<b>5838</b>	<b>2213</b>

- The Customer Engagement Survey showed that despite Service Points being closed to walk up traffic for 16 months, there was little appetite to close them altogether or to move to an appointment only basis, but more support for a reduction in hours. Re-opening on full

time hours is not economic given the drastic and probably permanent reduction in footfall:

**Q7. Council Service Points have been closed since April as part of wider restrictions on closure of non-essential buildings. Once these restrictions are lifted how do you think face to face services should be delivered?**

	Digitally Enabled Positive responses	Hard to Reach Positive responses
Service points should re-open on the same basis as Pre-Covid times.	325 (63%)	106 (70%)
Service points should open but with reduced hours to reflect demand.	297 (56%)	50 (42%)
Service points should open but on an appointment only basis for important transactions, like birth registrations or local licensing matters.	276 (50%)	56 (46%)
Customer Service Points should be closed and resources moved to providing better digital/online services	89 (16%)	9 (8%)

4. As Service Point staff also double as Registrars and make face to face registration appointments, it is important to consider Registration activity at Service Points when considering resource allocation for Jan-Oct 2021 the activity was:

2021	CAMPBELTOWN	DUNNOON	HELENSBURGH	ISLAY	ISLE OF BUTE	LOCHGILPHEAD	OBAN	TIRRE	TOBERMORY	TOTALS
<b>TOTAL OTHER</b>	18	3	3	0	0	1	16	0	0	41
<b>TOTAL REGISTRATION</b>	169	390	718	68	141	342	400	29	78	2361
<b>TOTAL Registration Activity</b>	187	393	721	68	141	343	416	29	78	2402
<b>% of total Registration Activity</b>	8%	16%	30%	3%	6%	14%	17%	1%	3%	100%

5. When considering equality and fairness of access for customers who do not do digital it is important to remember that the council has a variety of contact channels that are available to digital strugglers and these were well used by Hard to Reach customers when the walk in face to face service was suspended in the pandemic:

**Q3. Which methods did you most use to contact the council this year (select maximum of two methods used most);**

	<b>Digitally Enabled</b>	<b>Hard to Reach</b>	<b>Feb 2020 Survey</b>
Website	304 (31%)	15 (7%)	177 (33%)
Email	342 (35%)	39 (17%)	137 (26%)
Telephone	291 (29%)	134 (59%)	127 (24%)
Local Office/Service Point*	33 (3%)	6 (3%)	62 (12%)
Letter/writing	10 (1%)	2 (1%)	15 (3%)
Social Media	9 (1%)	2 (1%)	3 (1%)
Webchat	7 (1%)	3 (1%)	3 (1%)
Web Bot (Abby/Smart Asst)	7 (1%)	0	3 (1%)
Text/SMS	6 (1%)	6 (3%)	2
Other	10 (1%)	1	3 (1%)

**Other information**

Although Service Points were closed for a long period it is clear that there is a need for a face to face service; albeit on a reduced basis. The Scottish Government has recognised this in its recent Digital Strategy, where it makes clear the need for Government and Local Authorities to ensure “nobody is left behind”. There are also still a number of statutory requirements for face to face evidence verifications and some processes where digitally disenfranchised customer need the facility to produce documents in person e.g. for recent Low Income Pandemic Payments. Finally, Service Points are our fall back for essential customer contact if/when digital systems become unavailable.

**Gaps in evidence**

None.

**Section 3: Impact of proposal**

**Impact on service users:**

	<b>Negative</b>	<b>No impact</b>	<b>Positive</b>	<b>Don't know</b>
<b>Protected characteristics:</b>				
Age		X		
Disability		X		
Ethnicity		X		
Sex		X		
Gender reassignment		X		
Marriage and Civil Partnership			X	
Pregnancy and Maternity		X		
Religion		X		
Sexual Orientation		X		
<b>Fairer Scotland Duty:</b>				
Mainland rural population		X		
Island populations		X		

	Negative	No impact	Positive	Don't know
Low income		X		
Low wealth		X		
Material deprivation		X		
Area deprivation		X		
Socio-economic background		X		
Communities of place		X		
Communities of interest		X		

**If you have identified any negative impacts on service users, give more detail here:**

None identified because although availability of face to face service provision will be reduced in terms of walk up hours, it is clear demand has drastically fallen and that customers have shifted to other channels. It is also important to remember that an appointment based service is also available in the afternoon if required. Considerable additional efforts have also been made to provide more digitally inclusive channels for Digital strugglers such as the council's Alexa Service, BrowseAloud web service, numerous voice automated services, web bots and proactive notifications through Keep In the Loop.

There is also a positive impact for the Marriage and Civil Partnership characteristic with additional Marriage Officer resource being allocated and the remote Death (and soon birth) registration service.

**If any 'don't knows' have been identified, when will impacts on these groups be clear?**

N/A

**How has 'due regard' been given to any negative impacts that have been identified?**

Some customers may not be able to attend during the new morning only walk up service hours, but these will be provided the opportunity to make an appointment for an afternoon face to face service and there are numerous other channels also available.

**Impact on service deliverers (including employees, volunteers etc.):**

	Negative	No impact	Positive	Don't know
<b>Protected characteristics:</b>				
Age		X		
Disability		X		
Ethnicity		X		
Sex	X			
Gender reassignment		X		
Marriage and Civil Partnership		X		
Pregnancy and Maternity		X		
Religion		X		
Sexual Orientation		X		
<b>Fairer Scotland Duty:</b>				
Mainland rural population		X		
Island populations		X		
Low income		X		
Low wealth		X		
Material deprivation		X		
Area deprivation		X		
Socio-economic background		X		
Communities of place		X		

	Negative	No impact	Positive	Don't know
Communities of interest		X		

**If you have identified any negative impacts on service deliverers, give more detail here:**

All of the CSP agents who would be in the potential pool for redundancy in the proposed reduction of 0.5 FTE CSP Agent in Helensburgh are women, hence the Sex characteristic has been marked as a negative.

**If any 'don't knows' have been identified, when will impacts on these groups be clear?**

N/A

**How has 'due regard' been given to any negative impacts that have been identified?**

As the whole CSP team in Helensburgh are women there is no way of avoiding the negative against the Sex characteristic. However council policy to try and find Voluntary redundancy or redeployment opportunities for the 0.5FTE CSP Agent post will be followed. Helensburgh is our largest town with the greatest employment opportunity for mitigating any negative impacts.

#### Section 4: Interdependencies

**Is this proposal likely to have any knock-on effects for any other activities carried out by or on behalf of the council?**

Services will need to have regard to the reduced face to face walk in service when planning any activities that require customers to use this.

**Details of knock-on effects identified**

Services requiring face to face evidence verification or distribution of information or goods via Service Points will have to liaise with the Customer Engagement team and Comms Team when introducing new initiatives that will create face to face service demand, so that alternatives and key messages can be discussed,

#### Section 5: Monitoring and review

**Monitoring and review**

Impacts will be monitored through performance reports, customer survey and Service Point Supervisor Meetings. Customer Support Services HoS and DMT will be informed of performanc and any issues.