

Culture, Communities and Business Services EIAs

Savings Programme reference(s)	Service Area
CCBS01	Property Services
CCBS05	Transformation and Business Services

SP23 EIA – Property Services efficiencies – Staff and service users

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Rebecca Thompson	CCBS	Strategic Manager	rebecca.thompson@hants.gov.uk	0370 779 2072	22.06.21	V2
2	EIA authoriser	Steve Clow	CCBS	Assistant Director	steve.clow@hants.gov.uk	0370 779 8845	30.06.21	V2
3	EIA Coordinator	Rebecca Prowting	CCBS	Transformation Manager	Eia.ccbs@hants.gov.uk	0370 779 8946	23.06.21	V2

Section one – information about the service and service change

Service affected	Property Services
Please provide a short description of the service / policy/project/project phase	For T19, Property Services undertook a major transformation project, Property Futures, to integrate Property with the separate FM and Workstyles Services to form one new integrated service. For T21 Property Services continued the transformation started with Property Futures to implement a number of further efficiency programmes including the procurement and implementation of a new digital platform for the management of the HCC estate (Concerto asset management system) and the implementation of a new staff information hub on SharePoint.
Please explain the new/changed service/policy/project	Under the SP23 programme, Property Services is proposing to continue its programme of change to drive efficiencies through new ways of working by continuing a move to being an effective digitally-enabled service through implementation of new and improved digital platforms. In particular this will include Phase 2 of the AMS (Concerto) implementation, exploiting available digital tools such as O365, Power Apps and Power

	<p>BI to capture, analyse and report asset intelligence. Moving to digital ways of working to drive efficiencies and improve outcomes and customer satisfaction across the breadth of property services.</p> <p>Changes in future ways of working post Covid, where a hybrid home and office working model is anticipated for staff who were previously office based, coupled with HCC becoming a more digital organisation are also expected to impact on specific service areas that support the wider organisation including soft FM, print and post with the opportunity to move to more digital ways of working e.g. electronic mail. Local service reviews are required to anticipate and respond to these changes, with the opportunity to achieve further savings in these areas while continuing to support the wider organisation's core requirements.</p>
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Engagement and consultation

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, but is planned to be undertaken
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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.

It is not anticipated that changes proposed by Property Services will require public consultation as these are not public facing services. However it will be necessary to fully understand the impact of any proposals on the wider organisation, schools and our shared service partners (Police and Fire) to ensure that their core requirements continue to be met.

Where proposals may impact on staff an appropriate consultation will be undertaken with HR support.

Section two: Assessment

Table 1a Impact Assessment - Staff

Protected characteristic (see EIA Guidance for considerations)	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age			x			Staff
Disability		x				Staff
Gender reassignment		x				Staff
Pregnancy and maternity		x				Staff
Race		x				Staff
Religion or belief		x				Staff

Sex		X				Staff
Sexual orientation		X				Staff
Marriage & civil partnership		X				Staff
Poverty		X				Staff
Rurality		X				Staff

Table 1b Impact Assessment – Customers (primarily considered as corporate services, schools, Police and Fire but could also include building occupants and users)

Protected characteristic (see EIA Guidance for considerations)	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		X				'Customers'
Disability		X				'Customers'
Gender reassignment		X				'Customers'
Pregnancy and maternity		X				'Customers'

Race		x				'Customers'
Religion or belief		x				'Customers'
Sex		x				'Customers'
Sexual orientation		x				'Customers'
Marriage & civil partnership		x				'Customers'
Poverty		x				'Customers'
Rurality		x				'Customers'

Table 2 Geographical impact

Does the proposal impact on a specific area?

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

Eastleigh		Havant		Winchester	
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Section three: Equality Statement

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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	The average age of staff in Property Services is 52 and approximately one third of staff are age 56 and over. The move towards more digital ways of working will require staff to have or learn new skills. Data from the UK Consumer Digital Index indicates that age is a key factor in the level of digital skills, with older people typically having lower levels of digital skills and using digital technology less. Increasingly digital ways of working may therefore have a more significant impact on older staff who may require more training and support. This will be explored further as more detailed proposals are developed and mitigation measures will be considered which could include targeted training and support.
Disability (staff)	Approximately 5% of Property Services' staff identify as having a disability. Increasing digital ways of working, particularly where these provide more flexibility in working arrangements, may offer increased opportunity for staff with disabilities to engage more fully with areas of work which have previously not been so accessible to all. However, there may also be some more negative impacts from more use of digital technologies. This will be explored further as more detailed proposals are developed and mitigation measures will be considered at that time.
Sex	60% of Property Services staff are men compared to 40% women overall and therefore any staff impacts arising from the SP23 programme may impact more on men than women. However, within the soft FM, print and post teams, the gender balance is balanced (49% women to 51% men) and therefore changes in these areas are less likely to have a disproportionate impact on either sex. Impacts will be further considered once more detailed proposals have been developed.

Poverty	<p>Increasingly digital ways of working may offer increased flexibility in where people work which could reduce the need for travel in some roles, providing a cost benefit to those staff. However this is less likely to be the case for roles within the soft FM and print teams which are primarily location and site based roles. Within these teams 96% of staff are at Grade E or below, with 72% at Grade C or below.</p> <p>The overall impact for poverty has been assessed as neutral. Impacts will be reviewed once more detail has been developed on the proposals for the SP23 programme.</p>
Rurality (staff)	<p>For staff who have flexibility in the work location, increasingly digital ways of working will offer increased opportunity for those who live in rural areas and may have previously found it difficult to take up roles that required regular travel to Winchester or another specific work location. Equally poor broadband connectivity in rural areas can create challenges for more digital ways of working. Therefore the overall impact has been assessed as neutral.</p>
All other characteristics – sexual orientation, Race, gender reassignment, pregnancy and maternity, religion or belief (staff)	<p>As the changes proposed are primarily process and system efficiencies it is not considered that these will impact disproportionately on the other protected characteristics.</p>
All other characteristics - sexual orientation, Race, gender reassignment, pregnancy and maternity, religion or belief (customers)	<p>It is not envisaged that the proposed changes will impact on protected characteristics for our corporate clients or building users and therefore this has been identified as neutral. However, it is possible that a move towards more digital ways of working could have similar impacts on our customers' staff as identified for our own staff – both positive and negative. This will be further assessed during consultation with our customers.</p>

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
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N/A			
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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:

For customers - Digital ways of working may also offer the same positive benefits for our customers' staff. However, as we cannot influence their ways of working directly, the impact for customers has been identified as neutral.

Further work is required to full scope of the changes proposed for the SP23 programme. This will then allow the impacts on staff and customers to be further assessed and quantified and the EIA to be reviewed and updated. In particular it should be possible at this stage to more fully consider the demographics of any impacted groups so that the impacts on protected characteristics can be considered more specifically.

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:

N/A

SP23 EIA – Broadband, Transformation and Business Support – Staff**EIA writer(s) and authoriser**

No		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Lisa Rake	CCBS	Transformation Manager	Lisa.rake@hants.gov.uk	0370 779 2899	15.6.21	V2
2	EIA authoriser	Alice Coppendale	CCBS	Strategic Manager, Transformation and Business Development	Alice.coppendale@hants.gov.uk	03707 790 665	15.6.21	V2
3	EIA Coordinator	Rebecca Prowting	CCBS	Transformation Manager	Eia.ccbs@hants.gov.uk	0370 779 8946	15.6.21	V2

Section one – information about the service and service change

Service affected	Hampshire Broadband Programme, CCBS Business Support, CCBS Transformation Team
Please provide a short description of the service / policy/project/project phase	CCBS Transformation and Business Services comprises a number of different teams. This EIA relates specifically to the Hampshire Broadband Programme, CCBS Business Support and CCBS Transformation teams. The Broadband team support delivery of improved broadband across Hampshire premises. The Business Support and Transformation teams deliver administrative, cross-cutting and specialist support to the Culture, Communities and Business Services department. These teams encompass a range of roles across numerous functions.

<p>Please explain the new/changed service/policy/project</p>	<p>In order to deliver their savings targets for 2023, the Hampshire Broadband Programme, CCBS Business Support and CCBS Transformation teams have undertaken to collectively review and makes changes to the way in which their cross-cutting and supporting functions are delivered. This review aims to develop a more joined-up and efficient operating model to support departmental priorities. It will include an appraisal of these teams' current range of activities and the staffing structures required to deliver them. The review and any changes arising from it may therefore result in workforce changes e.g. to the number of roles within these teams or amendments to role responsibilities and tasks and/or contractual changes. Until the review is complete, the nature and extent of any required workforce changes is unknown.</p>
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Engagement and consultation

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)

	<p>No</p>	
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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.

No consultation or engagement will be carried out prior to the *Serving Hampshire Balancing the Budget* consultation (2021-2023). Should workforce changes be required as a result of this proposed review, appropriate staff consultation will be carried out as and when required.

Section two: Assessment**Table 1 Impact Assessment**

Protected characteristic (see EIA Guidance for considerations)	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age		X				Staff
Disability		X				Staff
Gender reassignment		X				Staff
Pregnancy and maternity		X				Staff
Race		X				Staff
Religion or belief		X				Staff
Sex			X			Staff
Sexual orientation		X				Staff
Marriage & civil partnership		X				Staff

Poverty		X				Staff
Rurality		X				Staff

Table 2 Geographical impact

Does the proposal impact on a specific area?

Area	Yes / no	Area	Yes / no	Area	Yes / no
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**

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	Neutral - The age profile of impacted teams is broadly in line with the County Council as a whole.

	Until the review is complete and required workforce changes are confirmed, it is difficult to know the extent of the impact of this on this protected characteristic but there is currently no evidence that it would be disproportionately affected by any workforce changes.
Disability	Neutral – Less than 7% of staff within impacted teams have a declared disability. This is not significantly different to that for the County Council as a whole in 2019/20 (3.61%). Until the review is complete and required workforce changes are confirmed, it is difficult to know the extent of the impact of this on this protected characteristic but there is currently no evidence that it would be disproportionately affected by any workforce changes.
Gender reassignment	Neutral - There is no evidence that this protected characteristic would be disproportionately affected by any workforce changes.
Pregnancy and maternity	Neutral – c. 75% of staff within impacted teams are women, and it is possible that at the time of any staff reviews there may be staff on maternity leave or currently pregnant. Any staff on maternity leave during any period of workforce change would be given the opportunity to engage in relevant consultation and be kept briefed throughout the process. This equally applies to those off on paternity and adoption leave. There is no evidence that this protected characteristic would be disproportionately affected by any workforce changes.
Race	Neutral - There is no evidence that this protected characteristic would be disproportionately affected by any workforce changes.
Religion or belief	Neutral - There is no evidence that this protected characteristic would be disproportionately affected by any workforce changes.
Sex	Low negative – Within the impacted teams c. 25% of employees are male, 75% female. This is comparable with the HCC 2019/2020 position of 24% male and 76% female. Until the review is complete and required workforce changes are confirmed, it is difficult to know the extent of the impact of this on this protected characteristic but there is currently no evidence that it would be disproportionately affected by any workforce changes. If required, stringent decision-making processes would be put in place to ensure that individuals are not unfairly disadvantaged because they possess a particular characteristic.
Sexual orientation	Neutral - There is no evidence that this protected characteristic would be disproportionately affected by any workforce changes.
Marriage & civil partnership	Neutral - There is no evidence that this protected characteristic would be disproportionately affected by any workforce changes.

Poverty	Neutral - There is no evidence that this protected characteristic would be disproportionately affected by any workforce changes.
Rurality	Neutral - There is no evidence that this protected characteristic would be disproportionately affected by any workforce changes.

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:

Until the Hampshire Broadband Programme, CCBS Business Support and CCBS Transformation teams have reviewed their cross-cutting and supporting functions, and decisions are taken on a future operating model and any required workforce changes, it is unknown what the likely impact will be upon relevant staff. Further, more detailed EIAs will be undertaken at a later date, with appropriate consideration and action taken in respect of their findings.

At this stage, it is not thought that any changes resulting from the proposed review will have any impact on the public – due to the nature of the teams involved which are internal-facing, support services.

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:

N/A

SP23 EIA – CCBS Hantsdirect – Staff

EIA writer(s) and authoriser

No.		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Lisa Rake	CCBS	Transformation Manager	Lisa.rake@hants.gov.uk	0370 779 2899	15.6.21	V2
2	EIA authoriser	Alice Coppendale	CCBS	Strategic Manager, Transformation and Business Development	Alice.coppendale@hants.gov.uk	03707 790 665	15.06.21	V2
3	EIA Coordinator	Rebecca Prowting	CCBS	Transformation Manager	Eia.ccbs@hants.gov.uk	0370 779 8946	15.6.21	V2

Section one – information about the service and service change

Service affected	CCBS Hantsdirect
Please provide a short description of the service / policy/project/project phase	CCBS Hantsdirect is a customer contact team within the Culture, Communities and Business Services department. Its Advisors respond to telephone and email enquiries from members of the public on a range of topics in relation to Library, Registration and Countryside services. CCBS Hantsdirect has c.15 employees, comprising Customer Contact Advisor and team management roles.

<p>Please explain the new/changed service/policy/project</p>	<p>In order to deliver its savings targets for 2023, CCBS is proposing to review its customer contact management approach and to implement an efficient and fit for purpose operating model for this. This will include an appraisal of the current CCBS Hantsdirect service. The review and any changes arising from it <i>may</i> therefore result in workforce changes e.g. to the number of roles within CCBS Hantsdirect, changes to where roles sit within the departmental structure, amendments to role responsibilities and tasks and/or contractual changes. Until the customer contact review is complete, the nature and extent of any required workforce changes is unknown.</p>
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Engagement and consultation

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)

	<p>No</p>	
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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.

No consultation or engagement will be carried out prior to the *Serving Hampshire Balancing the Budget* consultation (2021-2023). Should workforce changes be required as a result of this proposed review, appropriate staff consultation will be carried out as and when required.

Section two: Assessment

Table 1 Impact Assessment

Protected characteristic (see EIA Guidance for considerations)	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age			X			Staff
Disability			X			Staff
Gender reassignment		X				Staff
Pregnancy and maternity		X				Staff
Race		X				Staff
Religion or belief		X				Staff
Sex			X			Staff
Sexual orientation		X				Staff
Marriage & civil partnership		X				Staff

Poverty			X			Staff
Rurality			X			Staff

Table 2 Geographical impact

Does the proposal impact on a specific area?

Area	Yes / no	Area	Yes / no	Area	Yes / no
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**

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	Low negative - The age profile of CCBS Hantsdirect is different to that for the County Council as a whole. CCBS Hantsdirect has an older workforce (73% are aged 45 or over, compared to 55% for HCC in 2019/20). Until the customer contact review is complete and required workforce changes are confirmed, it is difficult to know the extent of the impact of this on this protected characteristic,

	but it would be expected to be neutral or low. If required, stringent decision-making processes would be put in place to ensure that individuals are not unfairly disadvantaged because they possess a particular characteristic. Engagement and relevant consultation with all staff would be carried out as appropriate, with due regard given to the County Council's HR advice and processes.
Disability	Low negative - There are 5 members of CCBS Hantsdirect with a declared disability (33%). This is significantly different to that for the County Council as a whole in 2019/20 (3.61%). Until the customer contact review is complete and required workforce changes are confirmed, it is difficult to know the extent of the impact of this on this protected characteristic, but it would be expected to be neutral or low. If required, stringent decision-making processes would be put in place to ensure that individuals are not unfairly disadvantaged because they possess a particular characteristic. Engagement and relevant consultation with all staff would be carried out as appropriate, with due regard given to the County Council's HR advice and processes.
Gender reassignment	Neutral - There is no evidence that this protected characteristic would be disproportionately affected by any workforce changes.
Pregnancy and maternity	Neutral – there are 12 women (80%) currently working within CCBS Hantsdirect and it is possible that at the time of any staff reviews there may be staff on maternity leave or currently pregnant. Any staff on maternity leave during any period of workforce change would be given the opportunity to engage in 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 workforce changes.
Race	Neutral - There is no evidence that this protected characteristic would be disproportionately affected by any workforce changes.
Religion or belief	Neutral - There is no evidence that this protected characteristic would be disproportionately affected by any workforce changes.
Sex	Low negative – Within the CCBS Hantsdirect team, 20% of employees are male, 80% female. This is comparable with the HCC 2019/2020 position of 24% male and 76% female. Until the customer contact review is complete and required workforce changes are confirmed, it is difficult to know the extent of the impact of this on this protected characteristic, but it would be expected to be neutral or low. If required, stringent decision-making processes would be put in place to ensure that individuals are not unfairly disadvantaged because they possess a particular characteristic.

	Engagement and relevant consultation with all staff would be carried out as appropriate, with due regard given to the County Council's HR advice and processes.
Sexual orientation	Neutral - There is no evidence that this protected characteristic would be disproportionately affected by any workforce changes.
Marriage & civil partnership	Neutral - There is no evidence that this protected characteristic would be disproportionately affected by any workforce changes.
Poverty	Low negative - The grade profile of staff working for CCBS Hantsdirect is skewed towards lower grades. 87% of staff are grade C, 6.5% grade D and 6.5% grade E. This grade profile reflects the nature of the roles required within CCBS Hantsdirect (i.e. a large requirement for operational, transaction-based customer advisor employees). Whilst it is recognised that lower pay does not necessarily equate to poverty, workforce changes at lower grades may have a disproportionate impact in relation to this characteristic. Until the customer contact review is complete and required workforce changes are confirmed, it is difficult to know the extent of this for CCBS Hantsdirect staff, but it would be expected to be neutral or low. Engagement and relevant consultation with all staff would be carried out as appropriate, with due regard given to the County Council's HR advice and processes.
Rurality	Low negative - CCBS Hantsdirect staff are based in Fareham or work from home. It is possible that travel costs may prevent staff from being able to take up new/amended roles or redeployment opportunities in HCC locations, should these changes arise following the review. Until the customer contact review is complete and required workforce changes are confirmed, it is difficult to know the extent of the impact of this on this protected characteristic, but it would be expected to be neutral or low. Engagement and relevant consultation with all staff would be carried out as appropriate, with due regard given to the County Council's HR advice and processes.

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:

Until the departmental review of customer contact management is undertaken, and decisions are taken on a future operating model and any required workforce changes, it is unknown what the likely impact will be upon CCBS Hantsdirect staff. Further, more detailed EIAs will be undertaken at a later date, with appropriate consideration and action taken in respect of their findings.

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:

N/A

SP23 EIA – CCBS Hantsdirect – Service users

EIA writer(s) and authoriser

No		Name	Department	Position	Email address	Phone number	Date	Issue
1	Report Writer(s)	Lisa Rake	CCBS	Transformation Manager	Lisa.rake@hants.gov.uk	0370 779 2899	15.06.21	2
2	EIA authoriser	Alice Coppendale	CCBS	Strategic Manager, Transformation and Business Development	Alice.coppendale@hants.gov.uk	03707 790 665	15.06.21	2
3	EIA Coordinator	Rebecca Prowting	CCBS	Transformation Manager	eia.ccbs@hants.gov.uk	0370 779 8946	15.06.21	2

Section one – information about the service and service change

Service affected	CCBS Hantsdirect
Please provide a short description of the service / policy/project/project phase	The Culture, Communities and Business Services department currently manages its contact with members of the public via a variety of mechanisms and channels. CCBS Hantsdirect is a dedicated customer contact team within the department. Its Advisors respond to telephone and email enquiries from members of the public on a range of topics in relation to Library, Registration and Countryside services. The three services have different types of contacts with customers: transactions e.g. registering a birth or reporting a problem; interactions e.g. obtaining advice; and information provision e.g. how do I request a change to the rights of way definitive map, finding out about library

	opening hours etc. Beyond the enquiries CCBS Hantsdirect handles, individual services across the department also manage contact with customers in a range of different ways.
Please explain the new/changed service/policy/project	In order to deliver its savings targets for 2023, CCBS has undertaken to review its customer contact management approach and to implement an efficient and fit for purpose operating model for this. This will include an appraisal of the current CCBS Hantsdirect service, and ways in which additional customer contact is managed within services. This review will look to encourage greater customer self-service using digital or automated processes (for example via the County Council’s website). The aim of this is to enable members of the public to access the services and information they need more easily via digital routes in order to reduce the need for them to contact CCBS services using methods which are less cost-effective for the County Council to deal with e.g. via telephone. Until the customer contact review is complete, the exact nature and extent of changes is unknown. However, whilst it will ensure that no member of the public is excluded from using services, it is likely that ways in which customers can contact the department will be more limited for those with capacity and who have the ability to self-serve.

Engagement and consultation

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	
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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.

No consultation or engagement will be carried out prior to the Serving Hampshire Balancing the Budget consultation (2021-2023). Should the outcomes of the proposed review require it, further appropriate public consultation will be carried out as and when necessary.

Section two: Assessment**Table 1 Impact Assessment**

Protected characteristic (see EIA Guidance for considerations)	Positive	Neutral	Negative - low	Negative - Medium	Negative - High	Affects staff, public or both?
Age			X			Public
Disability			X			Public
Gender reassignment		X				Public
Pregnancy and maternity		X				Public
Race			X			Public
Religion or belief		X				Public

Sex		X				Public
Sexual orientation		X				Public
Marriage & civil partnership		X				Public
Poverty			X			Public
Rurality			X			Public

Table 2 Geographical impact

Does the proposal impact on a specific area?

Area	Yes / no	Area	Yes / no	Area	Yes / no
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

Protected characteristic	Brief explanation of why this has been assessed as having neutral or low negative impact
Age	<p>Low negative - Encouraging greater customer self-service using digital or automated processes could disadvantage members of the public who are digitally excluded and/or unable to self-serve, or who feel less confident in using these types of contact methods. This group may include older people. Internet usage is increasing among older people (from 52% in 2011 to 83% amongst 65–74-year-olds according to 2019 ONS figures on internet users). It should not, therefore, be assumed that older people will not use digital systems, as many already do – particularly with assistance. However, almost half the UK population of people at 75 and over (47%) have never used the internet (2019 ONS) and those that do tend to be online less frequently and/or are less digitally skilled. Any proposed changes will not result in the complete cessation of existing contact methods, such as telephone or face to face, for those that do not have the ability to use digital processes or self-serve. In addition, depending upon the nature of changes proposed following the customer contact review, there are a number of mitigating actions which could be put in place to reduce this impact. For example, a phased reduction in contact methods/provision of instruction and support to self-serve from CCBS Hantsdirect or service staff in order to build skills and confidence. Until the customer contact review is complete and the nature and extent of changes to contact methods are known, it is difficult to know the extent of the impact of this on this protected characteristic, but it would be expected to be low.</p>
Disability	<p>Low negative - Encouraging greater customer self-service using digital or automated processes could disadvantage members of the public who are digitally excluded and/or unable to self-serve, or who feel less confident in using these types of contact methods. This group may include people with disabilities. Conversely, increasing the options available to access services i.e. more online routes, may allow persons with different disabilities to access information and contact services in a way which they prefer. Any proposed changes will not result in the complete cessation of existing contact methods, such as telephone or face to face, for those that do not have the ability to use digital processes or self-serve. Accessible Information Standards will be adhered to in all self-service channels. In addition, depending upon the nature of changes proposed following the customer contact</p>

	<p>review, there are a number of mitigating actions which could be put in place to reduce this impact. For example, a phased reduction in contact methods/provision of instruction and support to self-serve from CCBS Hantsdirect or service staff in order to build skills and confidence. Until the customer contact review is complete and the nature and extent of changes to contact methods are known, it is difficult to know the extent of the impact of this on this protected characteristic, but it would be expected to be low.</p>
Gender reassignment	<p>Neutral - There is no evidence that this protected characteristic would be disproportionately affected by any customer contact changes.</p>
Pregnancy and maternity	<p>Neutral – There is no evidence that this protected characteristic would be disproportionately affected by any customer contact changes.</p>
Race	<p>Low – Encouraging greater customer self-service using digital or automated processes could disadvantage members of the public who are digitally excluded and/or unable to self-serve, or who feel less confident in using these types of contact methods. This group may include people who have English as a second language and who may find it challenging to understand/follow online and/or automated instructions. Any proposed changes will not result in the complete cessation of existing contact methods, such as telephone or face to face, for those that do not have the ability to use digital processes or self-serve. A telephone interpretation service would continue to be offered, as it is now, for those who do need to contact the department via this method. In addition, depending upon the nature of changes proposed following the customer contact review, there are a number of mitigating actions which could be put in place to reduce this impact. For example, a phased reduction in contact methods/provision of instruction and support to self-serve from CCBS Hantsdirect or service staff in order to build skills and confidence. Until the customer contact review is complete and the nature and extent of changes to contact methods are known, it is difficult to know the extent of the impact of this on this protected characteristic, but it would be expected to be low.</p>
Religion or belief	<p>Neutral – There is no evidence that this protected characteristic would be disproportionately affected by any customer contact changes.</p>
Sex	<p>Neutral – There is no evidence that this protected characteristic would be disproportionately affected by any customer contact changes.</p>

Sexual orientation	Neutral – There is no evidence that this protected characteristic would be disproportionately affected by any customer contact changes.
Marriage & civil partnership	Neutral – There is no evidence that this protected characteristic would be disproportionately affected by any customer contact changes.
Poverty	<p>Low negative - Encouraging greater customer self-service using digital or automated processes could disadvantage members of the public who are digitally excluded and/or unable to self-serve, or who feel less confident in using these types of contact methods. This group may include people within lower socioeconomic groups. Some households may not be able to afford equipment and/or regular access to the internet. Any proposed changes will not result in the complete cessation of existing contact methods, such as telephone or face to face, for those that do not have the ability to use digital processes or self-serve. In addition, depending upon the nature of changes proposed following the customer contact review, there are a number of mitigating actions which could be put in place to reduce this impact. For example, a phased reduction in contact methods/provision of instruction and support to self-serve from CCBS Hantsdirect or service staff in order to build skills and confidence. Until the customer contact review is complete and the nature and extent of changes to contact methods are known, it is difficult to know the extent of the impact of this on this protected characteristic, but it would be expected to be low.</p>
Rurality	<p>Low negative - Encouraging greater customer self-service using digital or automated processes could disadvantage members of the public who are digitally excluded and/or unable to self-serve, or who feel less confident in using these types of contact methods. This group may include people who live in rural areas. Rural areas tend to have a higher incidence of non-internet use, have reduced availability of standard or superfast broadband, possible poor mobile phone signal and may have an older than average or less affluent population than assumed. Any proposed changes will not result in the complete cessation of existing contact methods, such as telephone or face to face, for those that do not have the ability to use digital processes or self-serve. In addition, depending upon the nature of changes proposed following the customer contact review, there are a number of mitigating actions which could be put in place to reduce this impact. For example, a phased reduction in contact methods/provision of instruction and support to self-serve from CCBS Hantsdirect or service staff in</p>

	order to build skills and confidence. Until the customer contact review is complete and the nature and extent of changes to contact methods are known, it is difficult to know the extent of the impact of this on this protected characteristic, but it would be expected to be low.
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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:

Until the departmental review of customer contact management is undertaken, and decisions are taken on a future operating model, the nature and extent of changes to contact methods are unknown. Further, more detailed EIAs will be undertaken at a later date, with appropriate consideration and action taken in respect of their findings.

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:

N/A
