

COMMUNITY IMPACT ASSESSMENT

Directorate / Service Area	Officer undertaking the assessment
Customer Service and Transformation Business Transformation	Name: Joanna Leung
Service / Document / Function being assessed	Job Title: Head of Business Transformation
Customer Service Advisors	Contact details: Joanna.leung@cambridgeshire.gov.uk
Aims and Objectives of Service / Document / Function	
The aim is to increase the number of customer service advisors at the contact centre to deal with the increasing number of customer queries.	
What is changing?	
<p>There will be an increase in customer service advisors which has been identified as a need to deal with the increasing number of customer queries. Although the number phone contacts is at around 20,000 calls a month, there is a significant increase in non-phone contact e.g. online queries, emails, white mail etc, with 11,000 contacts per month, which is now accounting for a third of all contact.</p> <p>The additional staff will help this growing demand and provide a good quality of customer service and also allow for the council to bring further services into the contact centre to support the Digital by Default agenda.</p>	
Who is involved in this impact assessment? e.g. Council officers, partners, service users and community representatives.	
Contact Centre Manager, Head of Business Transformation, Portfolio Lead Member and the Director of Customer Service and Transformation	

WHAT WILL THE IMPACT BE?

Tick to indicate if the impact on each of the following protected characteristics is positive, neutral or negative.

Impact	Positive	Neutral	Negative
Age		x	
Disability	x		
Gender reassignment		x	
Marriage and civil partnership		x	
Pregnancy and maternity		x	
Race		x	

Impact	Positive	Neutral	Negative
Religion or belief		x	
Sex		x	
Sexual orientation		x	
The following additional characteristics can be significant in areas of Cambridgeshire.			
Rural isolation	x		
Deprivation		x	

For each of the above characteristics where there is a positive or negative impact please provide details, including evidence for this view. Describe the actions that will be taken to mitigate any negative impacts and how the actions are to be recorded and monitored.

Positive Impact

It is expected that additional customer service advisors will allow for more services to be delivered through a number of channels, such as phone, email, web queries etc. Those who have mobility issues through a disability or rural isolation will be able to access more services without the need to physically travel to a council office.

Negative Impact

Issues or Opportunities that may need to be addressed

Community Cohesion

If it is relevant to your area you should also consider the impact on community cohesion.

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COMMUNITY IMPACT ASSESSMENT

Directorate / Service Area	Officer undertaking the assessment
Customer Service and Transformation Business Transformation	Name: Joanna Leung
Service / Document / Function being assessed	Job Title: Head of Business Transformation
Digital by Default	Contact details: Joanna.leung@cambridgeshire.gov.uk
Aims and Objectives of Service / Document / Function	
<p>The fundamental aim is to deliver as many of our services digitally as we can, as appropriate to our target audience.</p> <p>Moving towards greater use of digital delivery will help increase productivity, reduce cost of delivery and also allow for greater convenience for customers to access services.</p>	
What is changing?	
<p>Where appropriate to the service and target audience we will implement digital solutions to deliver council services, therefore customers should be able to access information and advice, conduct transactions, communicate and engage with the council through the website, mobile and tablet devices. In the back office, the council will be using technology systems to automate and manage processes and transactions, thereby helping reduce the timescales and costs for delivery and fulfilment of requests.</p> <p>Where digital delivery is not appropriate e.g. the target audience or the nature / complexity of service delivery, then an alternative channel of provision will be offered.</p>	
Who is involved in this impact assessment?	
<p>e.g. Council officers, partners, service users and community representatives.</p> <p>Senior managers and Cabinet are supporting the Digital by Default agenda. Council officers are engaged in the process of digital service delivery and part of the decision making process when designing services will be to consider whether the target user audience is suited to the use of digital channels. Also, in the design process we engage the public as part of the usability and accessibility of the design to ensure it meets with users with different needs.</p> <p>Where digital solutions are not entirely appropriate, we will be offering other channels, such as phone, white mail and face to face solutions.</p> <p>Through emerging research, it is clear that digital delivery of services is increasing rapidly and in Cambridgeshire alone, intelligence indicates that 74% of our population already do, or are willing to do transactions online. Coupled with this, research also indicates that the digital access through mobile devices will outstrip desktop devices by 2015, with the rapid growth of smart phones and tablet usage.</p>	

WHAT WILL THE IMPACT BE?

Tick to indicate if the impact on each of the following protected characteristics is positive, neutral or negative.

Impact	Positive	Neutral	Negative
Age		x	
Disability	x		
Gender reassignment		x	
Marriage and civil partnership		x	
Pregnancy and maternity		x	
Race	x		

Impact	Positive	Neutral	Negative
Religion or belief		x	
Sex		x	
Sexual orientation		x	
The following additional characteristics can be significant in areas of Cambridgeshire.			
Rural isolation	x		
Deprivation		x	

For each of the above characteristics where there is a positive or negative impact please provide details, including evidence for this view. Describe the actions that will be taken to mitigate any negative impacts and how the actions are to be recorded and monitored.

Positive Impact
It is expected that digital delivery will have a more positive impact on some of the protected characteristics, as the possible reach is far wider through web or mobile delivery, for example individuals with motor or mobility issues can access services online, (in some cases this may require assistive technologies to further enable this). Individuals, whereby English is not a first language, will be aided by web technologies, through the use of translation tools and assisted delivery. Rural isolation (assuming that they have access to internet access) will also benefit, as it will be possible to access services online.
Negative Impact
Issues or Opportunities that may need to be addressed

Community Cohesion

If it is relevant to your area you should also consider the impact on community cohesion.

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COMMUNITY IMPACT ASSESSMENT

Directorate / Service Area	Officer undertaking the assessment
Customer Service and Transformation Community Engagement	Name: Mike Davey
Service / Document / Function being assessed	Job Title: Service Director: Community Engagement
Grants to Local Development Agencies supporting voluntary and community groups and Parish Councils in Cambridgeshire (VCS Infrastructure Organisations).	Contact details: 01223 699921
Aims and Objectives of Service / Document / Function	
To support the development of voluntary and community action by providing financial and liaison / partnership support to organisations.	
What is changing?	
<p>This current support @ £200,000 to be reduced by 50%</p> <p>This will affect the support offered to the development of voluntary and community action.</p> <p>Their activities (12 orgs based in Districts or County) include:</p> <ul style="list-style-type: none"> • recruiting and placing volunteers in statutory and community organisations • providing advice and support services to voluntary groups and Parish Councils inc legal and financial and funding advice • providing networking and representation (inc to County Council processes) for VCS groups and Parish Councils • providing funding to help voluntary groups through building links with the local business sector (CCF) • enabling Rural Development and rural community regeneration and providing advice to CCC on this • promoting and delivering Community Planning by local people through Community and Parish Planning to improve local neighbourhoods 	
Who is involved in this impact assessment?	
e.g. Council officers, partners, service users and community representatives.	
The assessment is by Council Officers. The delays in establishing budgets have mitigated against external consultative processes, There has been some informal discussion with partners notifying them of the potential impact of the new budget sets on the Directorate.	

WHAT WILL THE IMPACT BE?

Tick to indicate if the impact on each of the following protected characteristics is positive, neutral or negative.

Impact	Positive	Neutral	Negative
Age			*
Disability			*
Gender reassignment			*
Marriage and civil partnership		*	
Pregnancy and maternity			*
Race			*

Impact	Positive	Neutral	Negative
Religion or belief			*
Sex		*	
Sexual orientation			*
The following additional characteristics can be significant in areas of Cambridgeshire.			
Rural isolation			*
Deprivation			*

For each of the above characteristics where there is a positive or negative impact please provide details, including evidence for this view. Describe the actions that will be taken to mitigate any negative impacts and how the actions are to be recorded and monitored.

Positive Impact

It is likely that the proposed reductions will prompt a review of how CCC and other statutory partners support infrastructure organisations. It is hoped this will lead to an enhanced albeit reduced service provided, which would then lead to better outcomes for the groups identified above.

Negative Impact

Age: volunteering and community car schemes at risk

Disability: volunteering and community car schemes at risk

Ethnicity, race and culture: loss or reduction of support capacity in sector

Sexual orientation: loss or reduction of support capacity in sector

Religion or belief: loss or reduction of support capacity in sector

Pregnancy & Maternity: loss or reduction of support capacity in sector

Gender reassignment: loss or reduction of support capacity in sector

Rural isolation: reduction to ACRE services and Fenland VC Services

Deprivation: reduction to ACRE services and Fenland VC Services

The following groups will be affected:

The Councils for Voluntary Service (Hunts Forum, Cambridge CVS (also for SC & Fenland), East Cambs VCA)

The Volunteer Centres (Fenland VC, Cambridge VC, Hunts VC, East Cambs VC, Royston VC –serving S Cambs)

Cambridgeshire ACRE

Cambridgeshire & Peterborough Assn of Local Councils

Cambridgeshire Community Foundation

This would represent a significant reduction in funding to some of these organisations. A number of the groups* are already managing / projecting deficit budgets. An assessment is given below with those impacted most shown first:**

***Fenland Volunteer Centre – Likely to close in 14/15 if no further funding raised.

***East Cambs Voluntary & Community Action – Likely to become 'insolvent' in 12 months or so if no further funding raised.

***Royston Volunteer Centre – CCC is only funder beyond very small grants raised. Likely to have to reduce services / may struggle on.

CCC is also tied into Hunts VC *** and East Cambs VCs via Community Transports funding for Volunteer Driver Car Schemes, and in Fenland VC via the Timebank Project in March.

ACRE Parish Planning – a jointly funded project between County and FDC, SCDC, HDC (CCC fund at 50%). Likely to significantly reduce District funding as a result- although ACRE may use its own reserves to sustain. Possible end of LA supported Parish Planning.

CAPALC*** – have struggled financially in recent years. Further cut will probably imply some downsizing.

The remainder of the organisations would either draw on reserves, or downsize or seek to raise other funds.

Strategic Impact. – a 50% reduction reduces the total Budget to £100,000. Further reductions in future years would mean that CCC will have little leverage within the sector, reducing influence at a time when the voluntary sector contribution is increasingly required to enable community resilience and support LA service change and delivery. Reputationally the Council has to date stressed its concern to support a vibrant voluntary and community sector

Issues or Opportunities that may need to be addressed

The changes will lead to a new relationship with the infrastructure organizations that might well have hidden benefits. The existing arrangements are historical and this change will mean that we have to review who and how we fund. There is however little that CCC can do in terms of direct and immediate financial impacts on the organisations although we do have some facility to provide online funding advice through Community Insight developments and via any relevant CCC project work including access to CCC Funding Officers.

There may be options to vary the level of reduction to support some of the organisations more and others less – this could mean a 100% cut for some.

Substitution -

Volunteer recruitment via the national DO-IT site would to some extent mitigate the loss of any VC services.

CYP use funding to Young Lives to link to Youth and Family based Groups.

ASC deliver provider networks that include VCS groups operating in this service area as providers.

Action planning:

- No cut to Fenland VC
- No Cut to ECVCA
- Pooling the reduced Budget in a single (one org only) Commission for Infrastructure Services

Community Cohesion

If it is relevant to your area you should also consider the impact on community cohesion

Although this service does not help community groups to develop a vision of a shared future a new arrangement can possibly be geared to enable this.

Will likely increase competition for reduced funds in the short term but could lead to a less complex set of arrangements going forward.

CYP funding to Young Lives is relevant for promoting engagement of children and young people in the locality

The July Budget Consultation with the VCS (100reps attended) has produced an Agenda of Key issues that need to be delivered to support the development of the sector. These will be taken into account in any future funding arranged

COMMUNITY IMPACT ASSESSMENT

Directorate / Service Area	Officer undertaking the assessment
Customer Service and Transformation Libraries, Archives and Information	Name: Christine May
Service / Document / Function being assessed	Job Title: Head of Libraries, Archives and Information
Budget proposal DR 6.11 Cromwell Museum efficiencies and income generation	Contact details: 01223 703521
Aims and Objectives of Service / Document / Function	
To reduce the operating costs of the Cromwell Museum in Huntingdon, by reducing expenditure and increasing income	
What is changing?	
<p>Expenditure on variable costs such as advertising, printing and some building related expenditure will be reduced. The service will seek to increase income from external grants and in particular from introducing a voluntary entrance 'charge' or 'donation' for visitors. This will be a policy change for the museum which has previously taken a much more passive approach to donations, and is projected to raise around £5,000 in income.</p> <p>Should this strategy prove unsuccessful and income not meet the required target, it will be necessary to find alternative means of reducing operating costs, most likely from reducing opening hours and therefore staff costs.</p>	
Who is involved in this impact assessment?	
e.g. Council officers, partners, service users and community representatives.	
Christine May – Head of Service Alan Akeroyd – Archives and Local Studies Manager John Goldsmith – Curator Cromwell Museum Management Committee (stakeholder group) Museum staff	

WHAT WILL THE IMPACT BE?

Tick to indicate if the impact on each of the following protected characteristics is positive, neutral or negative.

Impact	Positive	Neutral	Negative
Age		X	
Disability		X	
Gender reassignment		X	
Marriage and civil partnership		X	
Pregnancy and maternity		X	
Race		X	

Impact	Positive	Neutral	Negative
Religion or belief		X	
Sex		X	
Sexual orientation		X	
The following additional characteristics can be significant in areas of Cambridgeshire.			
Rural isolation		X	
Deprivation		X	

For each of the above characteristics where there is a positive or negative impact please provide details, including evidence for this view. Describe the actions that will be taken to mitigate any negative impacts and how the actions are to be recorded and monitored.

Positive Impact

These proposals will help to ensure the sustainability of the museum during a period of acute financial cutbacks, in a way that ensures equality of access and doesn't prevent anyone from visiting the museum.

Negative Impact

Any negative impact on people's ability to pay to visit the museum is mitigated by the fact that it will be a suggested voluntary donation rather than a mandatory charge.

Any negative impact on staff from potential later proposals to reduce opening hours / staffing will be mitigated by following the Council's HR and equalities policies to apply a fair approach to this for all staff and ensure that no-one is unfairly disadvantaged.

Issues or Opportunities that may need to be addressed

The Museum is a major tourist attraction in Huntingdon, so a reduction in opening hours would result in fewer visitors from outside the town and therefore less income for the area's economy. The effect of such a reduction in opening hours would be minimised by ensuring that the reduction fell on days or times when the Museum is at its quietest. Opening hours would be set to ensure that the opportunity to visit would suit as many customer groups as possible, and proposals would be subject to public consultation prior to implementation.

Community Cohesion

If it is relevant to your area you should also consider the impact on community cohesion.

COMMUNITY IMPACT ASSESSMENT

Directorate / Service Area	Officer undertaking the assessment
Customer Service and Transformation Libraries, Archives and Information	Name: Christine May
Service / Document / Function being assessed	Job Title: Head of Libraries, Archives and Information
D/R 6.12 Review of Libraries' stock storage and distribution	Contact details: 01223 703521
Aims and Objectives of Service / Document / Function	
<ul style="list-style-type: none"> ○ To consolidate Libraries' stock and business support functions, currently spread across two sites, onto one site, in order to reduce operating costs and increase efficiency ○ To streamline the library van delivery service in conjunction with the corporate and schools' courier services, in order to achieve efficiencies and cost savings 	
What is changing?	
<p>The Library Service is looking to make the storage and distribution of library stock around the county more efficient, thereby reducing costs.</p> <p>These changes will incorporate new ways of working with stock, including direct delivery of stock to libraries, increased local management of stock (SmartSM) and use of a 'dynamic stock' method, thereby reducing stock movement.</p> <p>This will require the removal of all current stock based functions into a single site, including the relocation of staff as necessary. It is also likely to result in a reduction in the number of Stock and Distribution Assistants required at the single site.</p> <p>It will also result in changes to the library van delivery service – either through externalisation to a commercial company, or through reconfiguration and taking on of other CCC courier requirements.</p>	
Who is involved in this impact assessment?	
e.g. Council officers, partners, service users and community representatives.	
Christine May – Head of Service Jill Terrell – LAI Support Services Manager	

WHAT WILL THE IMPACT BE?

Tick to indicate if the impact on each of the following protected characteristics is positive, neutral or negative.

Impact	Positive	Neutral	Negative
Age		X	
Disability		X	
Gender reassignment		X	
Marriage and civil partnership		X	
Pregnancy and maternity		X	
Race		X	

Impact	Positive	Neutral	Negative
Religion or belief		X	
Sex		X	
Sexual orientation		X	
The following additional characteristics can be significant in areas of Cambridgeshire.			
Rural isolation			X
Deprivation			X

For each of the above characteristics where there is a positive or negative impact please provide details, including evidence for this view. Describe the actions that will be taken to mitigate any negative impacts and how the actions are to be recorded and monitored.

Positive Impact

Making efficiencies in our back office services helps to protect front line library services to the public.

Negative Impact

These changes are likely to put some staff (Stock and Distribution Assistants and Van Drivers) at risk of redundancy. Normal HR and equalities procedures will be followed to ensure that the impacts of this process do not unfairly disadvantage any member of staff.

The changes will also require that some staff relocate to a new site for their job. Although CCC currently pays a relocation allowance for the first year following such a move, this change may nevertheless prove more difficult for some staff than others, depending on their personal circumstances – in particular, access to transport and the cost of transport. Unfortunately this is unavoidable.

The changes to the van delivery service may impact staff in different ways. This could involve a TUPE transfer arrangement to an external provider, or involve redundancy. Alternatively, it could involve taking on additional work and routes, which will need to be negotiated with the post holders. Whatever the outcome, HR processes will be applied equally and fairly to those staff impacted by the change.

Issues or Opportunities that may need to be addressed

Community Cohesion

If it is relevant to your area you should also consider the impact on community cohesion.

COMMUNITY IMPACT ASSESSMENT

Directorate / Service Area	Officer undertaking the assessment
Customer Service and Transformation Libraries, Archives and Information	Name: Christine May
Service / Document / Function being assessed	Job Title: Head of Libraries, Archives and Information
D/R 6.13 Reduction in professional / managerial staffing	Contact details: 01223 703521
Aims and Objectives of Service / Document / Function	
To meet CCC 2013/14 savings requirements in a way that minimises impact on the delivery of front line library and archive services	
What is changing?	
<p>Additional budget savings of £122,000 are required in 2013/ 14 further to the extensive savings realised through restructuring of the whole LAI service during 2011/ 13. It is not possible to make further savings from frontline staffing whilst keeping all libraries open, therefore any further savings need to be made from managerial and professional staffing.</p> <p>The proposal is to reduce the number of Community Librarians working in the Local Studies and Information Team, whilst not filling other vacancies that arise, wherever possible.</p> <p>In addition, opportunities to share management and professional staff, particularly across the SPINE partnership (with Suffolk Libraries) will be explored.</p>	
Who is involved in this impact assessment?	
e.g. Council officers, partners, service users and community representatives.	
Christine May – Head of Service Lynda Martin – LAI Service Development Manager Chris Jakes – Development Manager: Local Studies and Information	

WHAT WILL THE IMPACT BE?

Tick to indicate if the impact on each of the following protected characteristics is positive, neutral or negative.

Impact	Positive	Neutral	Negative
Age		X	
Disability		X	
Gender reassignment		X	
Marriage and civil partnership		X	
Pregnancy and maternity		X	
Race		X	

Impact	Positive	Neutral	Negative
Religion or belief		X	
Sex		X	
Sexual orientation		X	
The following additional characteristics can be significant in areas of Cambridgeshire.			
Rural isolation			
Deprivation			

For each of the above characteristics where there is a positive or negative impact please provide details, including evidence for this view. Describe the actions that will be taken to mitigate any negative impacts and how the actions are to be recorded and monitored.

Positive Impact

These proposals will help to ensure that all libraries remain open whilst making required budget savings.

Negative Impact

CCC HR and Equalities processes will be followed to ensure that there is no unfair or disproportionate impact on any one member of staff implicated in the changes.

The response time (not acknowledgement) target for a full reply to customer requests for information and local studies enquiries will need to be extended

Issues or Opportunities that may need to be addressed

Priorities and plans will need to be examined to ensure the Community Librarians work as a flexible resource to deliver Service Plan requirements and cover any increased customer, staff and Contact centre support for the Information and Local Studies service that will be required with the removal of these posts.

Consideration will need to be given to timetabling and publicising the availability of professional assistance so that customers can plan their visits to libraries if they require this support.

Local history societies will need to be contacted to explain the changes and to seek their support for additional resources.

Community Cohesion

If it is relevant to your area you should also consider the impact on community cohesion.

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COMMUNITY IMPACT ASSESSMENT

Directorate / Service Area	Officer undertaking the assessment
Customer Service and Transformation Libraries, Archives and Information	Name: Christine May
Service / Document / Function being assessed	Job Title: Head of Libraries, Archives and Information .
D/R 8.6 Review of fees and charges across Libraries, Archives and Information	Contact details: 01223 703521
Aims and Objectives of Service / Document / Function	
<ul style="list-style-type: none"> ○ To review fees and charges across LAI in order to meet current shortfall on income target of c£50k and further increase income ○ To identify new chargeable services and ways of increasing income 	
What is changing?	
<ul style="list-style-type: none"> ○ Archives will increase fees and charges ○ A charge will be introduced for replacing lost / damaged library cards ○ Room hire charges will be increased by 10% ○ Out of hours hire of library spaces will be organised for a further 15 libraries across the county ○ Voluntary donations will be encouraged from attendees at all library events ○ Online donations web page will be created linked to online payments to encourage donations ○ Donations boxes will be introduced into all libraries ○ Commercial advertising on library mobile vehicles will be made available and promoted ○ 2 for 1 offer on audio visual hire will be trialled to encourage use of this chargeable service ○ Staff will be required to pay for DVD hire and overdue item charges <p>The combination of these changes is projected to result in an increase in income to meet current and increased income targets.</p>	
Who is involved in this impact assessment?	
e.g. Council officers, partners, service users and community representatives.	
Christine May – Head of Service Lynda Martin – LAI Service Development Manager Ed Strangeways – LAI Marketing and Communications Manager Cllr David Harty – Cabinet Member for Learning	

WHAT WILL THE IMPACT BE?

Tick to indicate if the impact on each of the following protected characteristics is positive, neutral or negative.

Impact	Positive	Neutral	Negative
Age		X	
Disability		X	
Gender reassignment		X	
Marriage and civil partnership		X	
Pregnancy and maternity		X	
Race		X	

Impact	Positive	Neutral	Negative
Religion or belief		X	
Sex		X	
Sexual orientation		X	
The following additional characteristics can be significant in areas of Cambridgeshire.			
Rural isolation			
Deprivation			

For each of the above characteristics where there is a positive or negative impact please provide details, including evidence for this view. Describe the actions that will be taken to mitigate any negative impacts and how the actions are to be recorded and monitored.

Positive Impact

Increased support for library activities with raised awareness of opportunities to support the library.
Voluntary donation will not disadvantage those unable to pay.
Opportunity to enable people to easily donate to support the library.
Responds to previous customer suggestions for the ability to donate to support the library.

Negative Impact

Increased charges will be comparable with charges elsewhere, according to research into library and archive charges across the country.
No changes to concessionary reductions are planned at this stage.
Most of the increases will be avoidable or voluntary or relate to new services.
No disproportionate impact on particular customer groups has been identified.

Issues or Opportunities that may need to be addressed

Clear publicity will be needed to explain how and where the donation will be used.
Targeted donations will need to be possible (i.e. for a specific library or service area).
Clear explanation that this is not replacing statutory funding will be needed.

Community Cohesion

If it is relevant to your area you should also consider the impact on community cohesion.

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COMMUNITY IMPACT ASSESSMENT

Directorate / Service Area	Officer undertaking the assessment
Customer Service and Transformation	Name: Adrian Dobbyne
Service / Document / Function being assessed	Job Title: Head of Corporate Business and Policy Support
Customer Service and Transformation	Contact details: Tel 01223 699239
Aims and Objectives of Service / Document / Function	
<p>The Directorate is responsible for a range of services both back office and customer facing. Through the Directorate's work, customers are enabled to find out information and access services by whatever medium/channel best suits them or the service involved. This includes the Contact Centre, Libraries (some of which are in Community Hubs) and electronic contacts via the council's web site, Cambs.net and Shape Your Place. It is responsible for Emergency Planning and Information Governance. The Directorate supports elected Members and manages the democratic process including Scrutiny. Support to the Chief Executive, the Lord Lieutenant and the Chairman is provided by the Directorate. Programme and project management, communications and other support activities are provided to support Service Directorates meet their objectives. The Directorate is responsible for the Libraries, Archives and Information service, the Registration and Coroners services and takes a lead role in how we engage with our communities.</p>	
What is changing?	
<p>To contribute to meeting financial targets, restructuring of services within Customer Service and Transformation (CS&T) is planned. The aim is to deliver over £1m savings (part year effect in 2013/14), whilst maintaining an appropriate level of support for the front line services of CCC.</p> <p>The proposed changes are in most Services in CS&T and in management and back office functions: Business Transformation, Communications, Community Engagement, Corporate Business and Policy Support, Democratic and Members' Services, Libraries and Research and Performance.</p> <p>This will see a reduction in posts of up to 48 FTE from a pool of 137 employees. Some posts will be redundant and some posts will see responsibilities and reporting lines change.</p> <p>Account has been taken of the results of consultation as part of business planning, which showed the general public would favour reductions in Corporate Services in order to safeguard children's and adults services and transport.</p> <p>The changes are not in directly customer facing teams, although all posts in the Directorate play a part in customer service delivery. Consequently, there are not expected to be any particular impacts on sections of the community.</p> <p>The current staffing structure in these services would not result in any particular impact on the specific equality strands.</p>	
Who is involved in this impact assessment?	
e.g. Council officers, partners, service users and community representatives.	
The CS&T Management Team.	

WHAT WILL THE IMPACT BE?

Tick to indicate if the impact on each of the following protected characteristics is positive, neutral or negative.

Impact	Positive	Neutral	Negative
Age		√	
Disability		√	
Gender reassignment		√	
Marriage and civil partnership		√	
Pregnancy and maternity		√	
Race		√	

Impact	Positive	Neutral	Negative
Religion or belief		√	
Sex		√	
Sexual orientation		√	
The following additional characteristics can be significant in areas of Cambridgeshire.			
Rural isolation		√	
Deprivation		√	

For each of the above characteristics where there is a positive or negative impact please provide details, including evidence for this view. Describe the actions that will be taken to mitigate any negative impacts and how the actions are to be recorded and monitored.

Positive Impact
Negative Impact
Issues or Opportunities that may need to be addressed
<p>As significant budget reductions have been anticipated for some time, fixed-term contracts have been used and vacancies have been carefully managed, so that loss of posts will minimise redundancies. Any changes to staffing structures will be undertaken with full HR involvement and where jobs are contested, selection will be on the basis of required skill sets from any prior consideration candidates and where current staff have been ring-fenced to apply for new positions. Job descriptions for new posts will be evaluated.</p> <p>The loss of posts will result in a loss of capacity. To accommodate this, new ways of working will be introduced to mitigate the impact with some activities ceasing.</p>

Community Cohesion

If it is relevant to your area you should also consider the impact on community cohesion.