

Cabinet

15th January 2014

Customer Access Point Review



Key Decision NS/23/13

**Report of Corporate Management Team:
Terry Collins, Corporate Director Neighbourhood Services
Ian Thompson, Corporate Director Regeneration and Economic
Development
Councillor Brian Stephens, Cabinet Portfolio Holder for
Neighbourhoods and Local Partnerships**

Purpose of the Report

1. The report considers the current position and future direction of travel in relation to providing face to face access to services through Customer Access Points (CAPs). The report presents options for consideration and proposes a way forward in the light of customer requirements and savings targets.

Background

2. The Government's 2015/16 spending round and the finance settlement consultation published in the summer of 2013 identified a continuing deteriorating financial position for local government. The Council's most recent Medium Term Financial Plan (MTFP4) has identified that the level of savings required in the period 2011 to 2017 has increased considerably to a figure of £222m.
3. Total revenue expenditure on Customer Services is approximately £4.06m, of which 50% is spent on CAPs. 85% of the Customer Services budget relates to staff costs.

Office Accommodation Strategy

4. Cabinet approved the original Office Accommodation Strategy on 2nd November 2010 to enhance the Council's customer service provision and rationalise office accommodation before April 2014.
5. Prior to LGR, district councils delivered the majority of services from their respective Civic Centre buildings. The move towards 'one stop shops' was emerging, particularly in relation to housing services, which resulted in some neighbourhood 'face to face' facilities. At the time of LGR therefore, face to face services were in a period of transition with an inconsistent provision across the County and with many interactions taking place through the traditional civic centre and cashier offices.

6. The Office Accommodation Strategy identified locations from which Customer Access Points would either be developed or moved. These were based around areas of need and with facility design influenced by customers.
7. The current Office Accommodation Strategy is an “invest to save” programme. The original budget of £8m was supplemented by an additional £200,000 approved at MOWG (Member Officer Working Group – Capital) and £450,000 contribution from Neighbourhood Services to cover the costs of Crook library relocation, which was an approved scheme in the capital programme. The plan anticipated that the capital expenditure would be exceeded by capital receipts from the sale of vacated sites.
8. Capital receipts to the value of £3,912,500 have already been realised, leaving accommodation at 17 Claypath, Teesdale House, Chester-le-Street Civic Centre, Old Bank Chambers and Croft Street Social Services Offices sites still to be marketed.
9. The projects listed in Table 1 have been delivered:

Table 1: CAP projects delivered:

Project	Details
Annand House	Meadowfield office refurbishment & CAP Closure
Consett	Closure of the Civic Centre and relocation of CAP
Crook	Library co-location with CAP and office refurbishment
Dragonville	Vacation and demolition of depot site for disposal
Durham	Relocation of CAP with library in Clayport
Easington	Closure of Council Offices and CAP
Green Lane	Spennymoor office refurbishment
Stanhope	DurhamTalk installation in the Dale Centre
Seaham	Opening of Seaham Multi User Centre
Chester-le-Street	Closure of the Civic Centre and relocation of CAP to shared facility with Cestria Community Housing

10. The projects listed in Table 2 remain in the Office Accommodation programme with an allocated capital budget; although, as yet they have not been delivered. There is also a total of £136,665 uncommitted revenue budget associated with these projects.

Table 2: Remaining CAP projects

Project	Proposed Nature of Scheme	Current Service CAP Provision	Capital Budget Allocation (£)
Stanley CAP	Co-location of CAP/Library into Louisa Centre	CAP located in Front Street. Building does not have suitable access for disabled people.	790,000
Newton Aycliffe CAP	Co-location of CAP/Library as part of Newton Aycliffe Leisure Centre project.	Customer Services surgery provided from Library.	433,613
Bishop Auckland CAP	Co-location of CAP/Library into Bishop Auckland Town Hall	CAP provided from Old Bank Chambers 3 days a week.	853,963
Peterlee CAP	Durham Talk Kiosk in either new Library or East Durham Homes	Customer Services and housing solutions surgeries provided from East Durham Homes outlet	20,160
Spennymoor CAP	Durham Talk Kiosk (To replace face to face provision in Spennymoor)	Full CAP.	50,000
Total budget allocated to remaining schemes in scope			£2,147,736

11. In advance of planned provision at Peterlee (DurhamTalk) and Newton Aycliffe (CAP), surgeries have been launched on a one day a week basis to meet the needs of customers in those areas. These surgeries are offered on a booked appointment basis, offering Council Tax and Benefits advice and assistance. This is an enhancement on previous provision where customers would either have to travel to Spennymoor or Easington. These surgeries have been delivered through partnership working with other services or agencies.

Services provided via CAPs

12. In the financial year 2012/13 a total of 295,000 interactions were recorded at the CAPs, 54% of these interactions were 'signposting' in nature, where the service provides general information or where an interaction does not require the customer's details to be taken e.g. a query regarding what can be recycled, asking directions or reception function.
13. Although CAPs are primarily used to manage Customer Services interactions they also host / enable a number of other services. Table 3 details services typically available at a CAP.

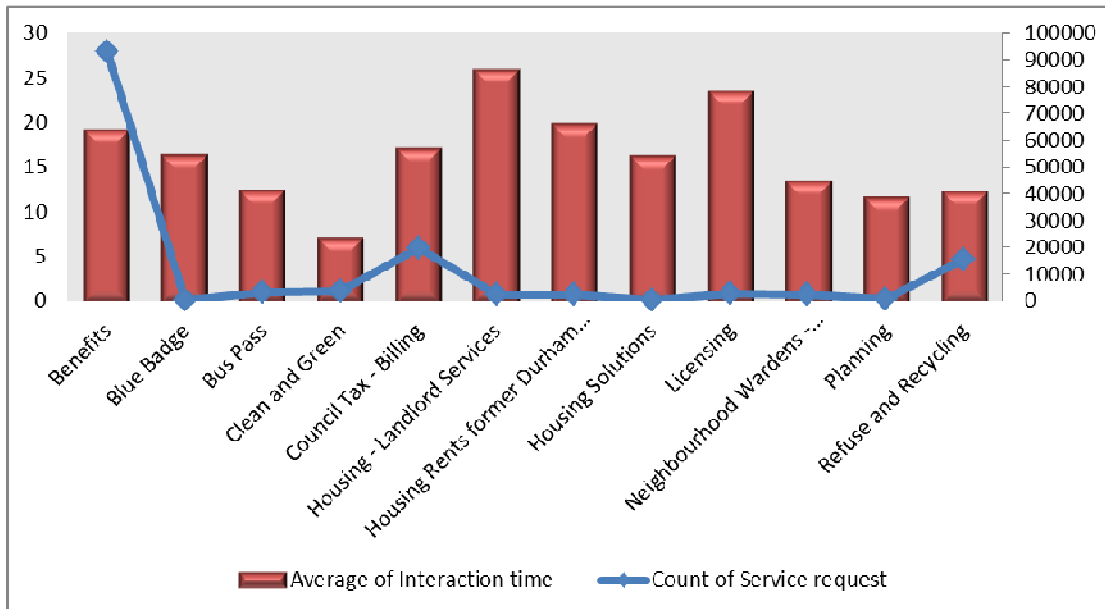
Table 3: Services provided at CAPs

Primary Customer Services functions	Signposting / other duties carried out by Customer Services staff	CAPs hosting services for
Street scene services e.g. Pest Control; Anti-Social behaviour (Neighbourhood Warden activities)	Libraries	Housing Solutions
Direct Services e.g. New bin orders, missed bin requests, special collections; Assist List	Cultural events (e.g. Lumiere tickets)	Planning
Highways services e.g. Pothole reporting, streetlighting faults; flooding issues	Reception duty for other services / buildings	Welfare Rights (Crook)
Benefits interactions – processing Housing Benefit and Council Tax support scheme applications; recording changes in circumstances	General help / advice	Blue badges
Council Tax Billing interactions		Licensing
Licensing Pilot (Consett)		Registrars
Durham City Homes – repairs; rents		
Bus Passes		

14. Demand for each of these services varies at each CAP. Appendix 2 gives details of the 5 most common services offered from each CAP in 2012/13 along with graphically represented CAP market penetration.
15. The table shows that the most common non-signposting transaction at all CAPs is benefits enquiries, while other frequent transactions vary with location. It should be noted that almost all CAPs include a hosted service in their top 5 transactions such as housing solutions, planning or licensing.

16. Just as demand varies so does the interaction time, Figure 1 shows the average interaction time for some of the most popular interview based transactions against the yearly demand for the service. This data only relates to interactions that require a customer service intervention and does not include signposting.

Figure 1: CAP Interviews – Total number and Interaction time



Note: Blue badges, housing solutions and planning are hosted services in the CAPs

17. It is estimated that 73% of all demand managed via CAPs currently requires a face to face interaction. The largest interaction type by volume of demand is benefits, where interviews take on average 19 minutes.

18. Face to face transactions are most commonly preferred by the customer, or required by the Council, for one or more of the following reasons:

- Council processes require that original documents be produced and witnessed.
- Council processes require that other validation is required on a face to face basis.
- Familiarity with staff and their understanding of individual cases.
- Assistance with forms is required due to literacy or comprehension needs.
- Processes rely on paper documents, for example some planning issues.

19. It can be determined from the demand and interaction information that CAPs provide a well-used service for the community and in some cases provide a vital method for customers to transact with the Council where face to face contact is required.

CAP review findings

20. Analysis work on the current use of CAPs was undertaken by the research and consultation team in Assistant Chief Executives, sponsored by the Customer Focus Board.
21. The analysis reviewed a full year's data to February 2013 exploring the types of interactions and services requested and also defining areas from which demand originates.
22. The three busiest CAPs (after removing signposted enquires) were Clayport, Seaham and Spennymoor. These three CAPs also have the largest catchment areas, and between them provide access to services for over half the population of County Durham.
23. Multiple service requests (MSR), where households visited the CAP three times or more are a key driver of high levels of footfall. Analysis showed that the benefits service area had the highest number of MSRs.
24. The three CAPs to the north of the county, Chester-le-Street, Stanley and Consett are much closer together geographically and therefore their catchment areas are smaller. Together their catchment areas comprise around a quarter of the population.
25. Stanley, Consett, Crook and Teesdale all have relatively high levels of face to face usage in terms of rates per population.
26. Old Bank Chambers, in Bishop Auckland, has the smallest catchment area serving only 1.5% of the population however this is likely to be because it is open just three days per week.
27. Customers visiting Spennymoor and Seaham travel further to access the CAP services with more than 40% of customers travelling 4 miles or more. These proportions were only slightly higher than Crook and Teesdale CAPs serving rural areas.
28. Geographical patterns of footfall show a moderate correlation with deprivation, with the strongest relationship with footfall being income deprivation. Other factors such as proximity are likely to be just as, if not more, important. Also many customers remain in pre-LGR patterns of usage with some using the Access Point in their former district rather than a nearer one.

Finance and MTFP savings

29. The total staff expenditure on frontline face to face service provision in CAPS is £1.744m. Appendix 3 shows a breakdown of staffing costs at each individual CAP.
30. In the three years from 2010/11 to 2012/13 a total of £1,019,347 has been removed from the overall Customer Services operational budget as part of the

MTFP savings programme with a further reduction of £172,000 currently taking place in 2013/14.

31. There is also an additional budget pressure arising from the 3% turnover efficiency target given to all service areas. In terms of Customer Services, given that 85% of total budget (93% of the controllable budget) relates to staffing costs, this provides a challenge in terms of achieving that saving which is £101,085 for 2013/14.
32. Further MTFP targets include a saving for Customer Services of £196k in 2014/15. This can only be achieved through a reduction in frontline service provision and is currently linked to CAP closure. While achieving savings at this level is challenging, it must be considered against other frontline savings across the Council in areas such as Highways and Streetscene. It is also likely that further budget pressures will result from the challenging financial settlement expected for 16/17 and beyond and it is anticipated that significant additional savings are likely to be required.

Current Position

33. The Customer First Strategy is currently undergoing a refresh, with a direction of travel to deliver more efficient and effective access channels and more responsive customer focussed services. The refreshed strategy recognises that whilst the Council remains committed to placing customers at the heart of everything we do, the means of delivering this must adapt to the changing financial circumstances and to the needs of customers who prefer to deal with the council by other means using technology such as through the website.
34. One of the key mechanisms for delivering these objectives is channel shift; the movement of customer contact away from expensive channels and towards cheaper channels wherever possible. Face to face remains the most expensive way of dealing with customer enquiries, with benchmarked SOCITM¹ figures of £8.62 per transaction against £2.83 for telephone transaction and £0.15 per web transaction.
35. The current strategic position is therefore in transition, balancing out the agreed accommodation strategy, the need to deliver immediate savings, and the developing strategy of channel shift to provide a low cost, sustainable service in the longer term.
36. In line with the 'whole council approach' to Customer Services the Customer First Strategy will seek to broaden accessibility to information and increase the online capability to transact with the Council, through the concept of 'Information Durham' This approach will seek to maximise existing resources and buildings to provide a network of service access which is instantly recognisable. When implementing this approach clarity needs to be provided in relation to where key transactions will be offered, such as Benefits. By

¹ Society of Information Technology Management

evolving this approach customers will have much greater access to services / information with little to no revenue budget implications.

37. Work on delivering the remaining projects outlined in the accommodation strategy, and detailed in Table 2 is currently on hold pending a decision on the direction of travel for frontline face to face CAPs.
38. In performance terms, it should be noted that the progress made to date with the Office Accommodation strategy to expand and develop CAPs has been successful in increasing usage and driving demand. Usage is currently increasing, with 55% more customer visits at CAPs in Q1 2013/14 when compared to Q1 2011/12. The majority of this demand comes from signposting activities and has been created as a direct result of the strategy to develop new and co-located facilities.
39. The most frequent non-signposting service via a CAP is benefits with an average interview taking 19 mins, however signposting activities take typically less than one minute. As a result the recorded average performance of the CAPs with respect to timeliness of service is improving as a result of thousands of new, but very short transactions being included within those reported.
40. As a result, and as can be evidenced, demand is currently being managed in the access points despite the large increase in footfall, driven by co-location of services.
41. The service remains alive and responsive to opportunities for managing demand in new ways. For example, working together and co-locating with housing providers in Peterlee and Chester-le-Street is already delivering an improved customer offer with modest revenue implications. There are limitations to this model however, and it should be noted that housing providers in the south of the county have already moved away from providing face to face provision.
42. When compared to near neighbours it is apparent that DCC is providing a generous proportion of Access Points to the population with DCC offering above the average number of access points per population. When comparing the number of access points against the population density DCC is once again providing a high number of access points with only 2 other authorities offering more access points when compared to comparable authorities (based on population density). In addition, DCC offers more access points per population than these two authorities.
43. However it should also be considered that the individual geographies and circumstances of other councils tends to be a larger influencer on the number of CAPs provided than population. Those authorities reporting large numbers of CAPs have typically co-located services into library buildings and as these facilities do not provide the full range of face to face services provided in the Council's CAPs direct comparison is difficult.

44. A breakdown of near neighbours and other selected authorities has been included at Appendix 4.
45. Work on developing the technology and management arrangements to deliver more effective channel shift through the enhancement of e-based methods of contact is on-going. Projects have been initiated to improve the website, develop the Civica e-billing / open access system and the 'proof of concept' for online booking and payment of a new bin request. By offering these alternative methods of accessing services it is anticipated that demand via traditional methods of contact will reduce.
46. While some progress is being made on the development of an effective e-based offer, this remains some way off until underlying ICT systems, including CRM and web platforms, suffering from historic underinvestment, are updated.
47. We know that our customers' expectations regarding the way they can access our services are changing; for example, one independent survey showed that 44% of our households use the internet to make payments, higher than nationally typical.
48. There is demand for faster, easier contact at a time and place that is convenient to them. We need to meet this demand. We also need to ensure that we are providing access channels which give good value for money at a time when we have to reduce resources to achieve efficiencies. Also the Government's approach to 'Digital by Design', which aims to deliver public services online or by other digital means, will increasingly see public services being required to consider digital access as the first option. However, we must recognise that there are still groups of people who do not have access to the internet or have a need to access services via a traditional method.
49. Finally, the full and long lasting impact of Welfare reform continues to be largely unknown. Local Authorities have been identified as a key partner in the delivery; however, detailed plans in a number of areas are yet to be determined. Given the significant footfall associated with Benefits transactions, the proposed systems around the introduction of Universal credit have the potential to significantly reduce demand for face to face activities.

Future direction

50. In light of reducing budgets, continuing pressures on revenue and general reductions in services County-wide it is timely to consider if the planned increase in CAPs and the associated revenue expenditure remains appropriate and sustainable.
51. A number of options for consideration are set out below, the first setting out a continuation of the current strategy to increase revenue expenditure; with further options being presented to further reduce revenue costs by permanent suspension of the office accommodation strategy and CAP closure or reprovision.

Options

Option 1 – Maintain the current strategy, increasing revenue expenditure on face to face customer services.

52. By continuing full delivery of the Accommodation Strategy, there will be capital expenditure of £2,147,736 and an increase in the Customer Services revenue budget of £136,665.

53. The developments at Stanley, Newton Aycliffe and Bishop Auckland would result in the closure of Spennymoor CAP as a face to face access point. Staff from Spennymoor would be redeployed to alternative locations to support delivery in these areas.

54. Overall access to service will increase. While there is currently a Customer Service presence in all areas identified in the Accommodation Strategy with some areas currently supported on a surgery basis, restarting the Accommodation Strategy would see some of these developed into full CAPs, as detailed in the following table

Table 4 Service provision through Option 1

CAP	CAP model
Barnard Castle	Co-located CAP and Library
Bishop Auckland	Co-located CAP and library
Chester-le-Street	Co-located CAP and housing provider
Clayport	Co-located CAP and Library
Consett	Dedicated CAP
Crook	Multi User Centre (MUC)
Newton Aycliffe	Co-located CAP
Peterlee	Surgery
Seaham	MUC
Spennymoor	No dedicated CAP
Stanhope	DurhamTalk
Stanley	Co-located CAP and Leisure Centre

55. In addition to CAPs identified above, information will be available in a variety of Council owned properties, providing customers with signposting assistance. This new provision will be presented under a common 'Information Durham' branding alongside identified CAPs. The Map at Appendix 5 shows what this provision will look like

56. This option would considerably increase access to services available prior to LGR.
57. As the Bishop Auckland, Newton Aycliffe and Stanley Access Points are proposed to be co-located with other services, it is expected that overall demand will increase as a result of the latent demand effect that has been seen in Crook. This would conflict with the Council's approach to channel shift.
58. The analysis carried out through ACE has shown Spennymoor is one of the busiest CAPs with one of the largest catchment areas. Should this close, in accordance with the current strategy, the nearest short term available alternative would be the service at Bishop Auckland, which, due to its facilities, would not be able to deal with the demand and would create significant operational and reputational difficulties until the projects at Bishop Auckland and Newton Aycliffe were delivered.
59. This option would also fail to achieve the required MTFP saving resulting in further steps being taken through contingency to address this.
60. In summary, over and above the existing provision, this option will result in:
- New, co-located CAPs at Stanley, Newton Aycliffe and Bishop Auckland.
 - The existing CAP at Spennymoor will close as a face to face facility.
 - The surgeries in Peterlee would be retained.
 - Revenue expenditure will increase by £136,655.
 - The existing planned MTFP saving will need to be mitigated.
 - Information Durham' provision and branding developed.

Option 2 - Revise the Office Accommodation strategy to achieve a reduction in revenue expenditure

61. Under this option, Spennymoor, the most popular CAP, will remain open as a staffed face to face CAP. Newton Aycliffe, Bishop Auckland and Peterlee will offer a surgery based service. This would be provided from suitable locations and through working with other service providers This would result in all the areas identified in the Office Accommodation Strategy receiving a Customer Service offer, as detailed in the following table

Table 5: Service provision through Option 2

CAP	CAP model
Barnard Castle	Co-located CAP and Library
Bishop Auckland	Surgery
Chester-le-Street	Co-located CAP and housing provider
Clayport	Co-located CAP and Library
Consett	Dedicated CAP

Crook	MUC
Newton Aycliffe	Surgery
Peterlee	Surgery
Seaham	MUC
Spennymoor	CAP
Stanhope	DurhamTalk
Stanley	Co-located CAP and Library

62. In addition to CAPs identified above, information will be available in a variety of Council owned properties, providing customers with signposting assistance. This new provision will be presented under a common 'Information Durham' branding alongside identified CAPs. Map available at Appendix 6.

63. This option would considerably increase access to services when compared prior to LGR. All of the areas identified in the Office Accommodation Strategy would still receive a service of some type, with a further enhancement upon implementation of the strategic direction of 'Information Durham'.

64. Customer Services is required to make £196,000 MTFP savings in 2014/2015 which can currently only be achieved by a reduction in service provision. By ceasing the planned CAP developments the identified £136,655 increase in operational costs would be avoided and therefore contribute to this target.

65. It is proposed that Bishop Auckland CAP, which is likely to be sold in the near future, be vacated and service re-deployed as a surgery in a nearby Council owned property. Services would continue on an appointments basis for Revenues and Benefits This would achieve the additional £59,345 saving. In total these changes would achieve MTFP target with considerably less impact on the front line than the full closure of Spennymoor CAP.

66. It would also be a feasible option to reconfigure the current plans to move the Stanley CAP into the Louisa centre as part of this option, without increasing revenue costs, to incorporate improved accommodation as part of this option.

67. In summary, this option will result in:

- Relocation of the CAP at Stanley
- a surgery based service at Bishop Auckland and Peterlee
- Newton Aycliffe will continue to offer surgery provision in line with the leisure centre / library project.
- Spennymoor will retain the existing CAP
- No further increases in revenue expenditure
- Savings incurred on Capital financing
- Planned MTFP savings achieved
- 'Information Durham' provision and branding developed

Option 3 – Closure of further CAPs

68. Option 3 would be to consider further closure of CAPs to continue the direction of travel towards expenditure reductions.
69. The analysis work undertaken to inform this review has shown that if CAPs other than Spennymoor were to be considered for closure to generate revenue savings then others should be considered based on popularity, proximity and current operating models. Appendix 7 gives further information on the CAPs
70. When taking a strategic view, considering the popularity, proximity and current operating model. The two CAPs which could be closed, where the impact could be mitigated by nearby CAPs, would be Bishop Auckland and Stanley.

Table 6: Service provision through Option 3

CAP	CAP model
Barnard Castle	Co-located CAP and Library
Chester-le-Street	Co-located CAP and housing association
Clayport	Co-located CAP and Library
Consett	Dedicated CAP
Crook	MUC
Newton Aycliffe	Surgery
Peterlee	Surgery
Seaham	MUC
Spennymoor	CAP
Stanhope	DurhamTalk kiosk

71. As with option 2, in addition to CAPs identified above, information will be available in a variety of Council owned properties, providing customers with signposting assistance. This new provision will be presented under a common 'Information Durham' branding alongside identified CAPs. Map available at Appendix 8
72. The two CAPs identified are currently in buildings that are either due to be vacated or require significant investment to support the customer experience already in place in nearby facilities. Additionally the usage and demographic analysis carried out showed that the customer base for both of these CAPs is geographically relatively small and self-contained, resulting in less of an impact than closures elsewhere in the county.
73. The impact on customers will be a requirement to travel to alternative CAPs or use another means of contacting the Council e.g. Website or telephone. In

Bishop Auckland the average traveling distance will increase from 2.1 miles to 5.6 miles. Customers that used the Stanley office would see average traveling distance increase from 1.9 miles to 5.6 miles.

74. It should be noted that Stanley CAP returned one of the highest usage rates per head within its catchment, implying that although demand would be displaced to nearby CAPs, this would impact the capacity to deliver services within this area.
75. It is proposed that CAP provision would be kept under review following the initial closure, with the expectation that as channel shift and process reviews develop, further face to face reductions would be possible.
76. From the closure of the two CAPs a total saving of £234k would be achieved. Resulting in an overall saving for this option of £371k.
77. A restructure of customer services would be required to achieve this saving with a required reduction of approximately 9 FTE.
78. In summary, this option will result in
 - Closure of CAP at Stanley
 - Closure of CAP at Bishop Auckland
 - Newton Aycliffe and Peterlee will retain the current surgery provision
 - Spennymoor will retain the existing CAP
 - Decrease in revenue expenditure
 - Savings incurred on Capital financing
 - Planned MTFP savings achieved
 - Information Durham' provision and branding developed

Option 4 – Adopt an alternative service delivery model

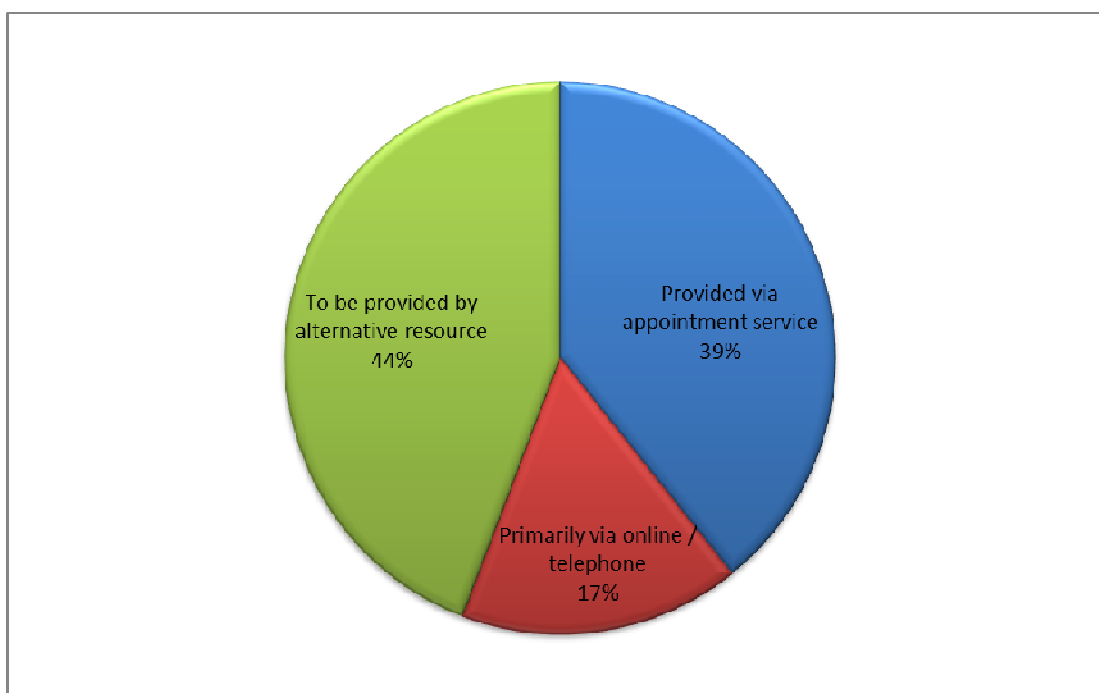
79. The final option to be considered would be to move to an alternative delivery model for face to face contact, with a small number of centres offering full face to face interview services, potentially by appointment only, with staff in other centres such as leisure centres and libraries providing frontline signposting services.
80. This option has not been fully costed and would represent a significant change to the way customers receive face to face services. Interview space would be restricted to potentially four centres at Consett, Durham, Seaham and Spennymoor on an appointment only basis, potentially supplemented by surgeries in other locations.

Table 4 Service provision through Option 4

CAP	CAP model
Clayport	Co-located CAP and Library
Consett	Dedicated CAP
Seaham	MUC
Spennymoor	Dedicated CAP

81. In addition to the CAPs identified above, information will be available in a variety of Council owned properties, providing customers with signposting assistance. This new provision will be presented under a common 'Information Durham' branding alongside identified CAPs. The availability of the core services would however be reduced. Map available at Appendix 9

82. Major impacts of this alternative delivery model would be upon customers accessing the benefits service who currently prefer or require face to face interactions, but would also be felt by hosted services that rely on Customer Services to provide accommodation, signposting or reception function, in particular – Housing Solutions and Welfare rights. Based on 2012/13 data 130,000 interactions at access points would need to be accommodated by an alternative resource.



83. Channel shift is a key element of this option and in order to effectively cater for the likely queries that would not be fulfilled by face to face provision more efficient web channels are required to reduce likely demand on telephony resources. Additionally a number of processes would require re-designing, for example to design out the need for face to face validation.

84. In summary, this option will result in

- Closure of CAPs at Stanley, Bishop Auckland, Barnard Castle, Chester-le-Street, Crook, and Stanhope.
- Training of staff in other face to face locations to enable sign-posting e.g. Leisure Centre staff, librarians.
- Identification of alternative sites for surgery offer
- Alternative resource / delivery model to manage reception functions where required
- Information Durham' provision and branding developed

Recommendation

85. It is recommended that Cabinet consider the contents of the report and approve Option 2 for implementation.

Background papers

Cabinet Report 2nd November 2010 Corporate Improvement Programme – Strategic approach to Council Offices - Key Decision R&ED/10/10

Cabinet Report 15th December 2010 – Corporate Asset Management Plan and Capital Strategy

Cabinet Report 22nd September 2011 – Update on the Office Accommodation Programme

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Appendix 1: Implications

Finance - Savings outlined in the report would contribute to targeted MTFP savings

Staffing – Reductions in CAPs would require reductions on staffing, which would be achieved in line with HR management of change processes. Vacant posts and redeployment will be used whenever possible to mitigate the impact across the service as a whole.

Risk – a risk assessment has been undertaken and no reportable risks have been identified

Equality and Diversity - Public Sector Equality Duty – An Equality Impact Assessment has been completed for proposed options and this will be reviewed following determination of the preferred option.

Accommodation – This report refers to the office accommodation strategy impacts.

Crime and Disorder - None

Human Rights - None

Consultation – Service User consultation will commence based on the chosen option

Procurement – None at this stage

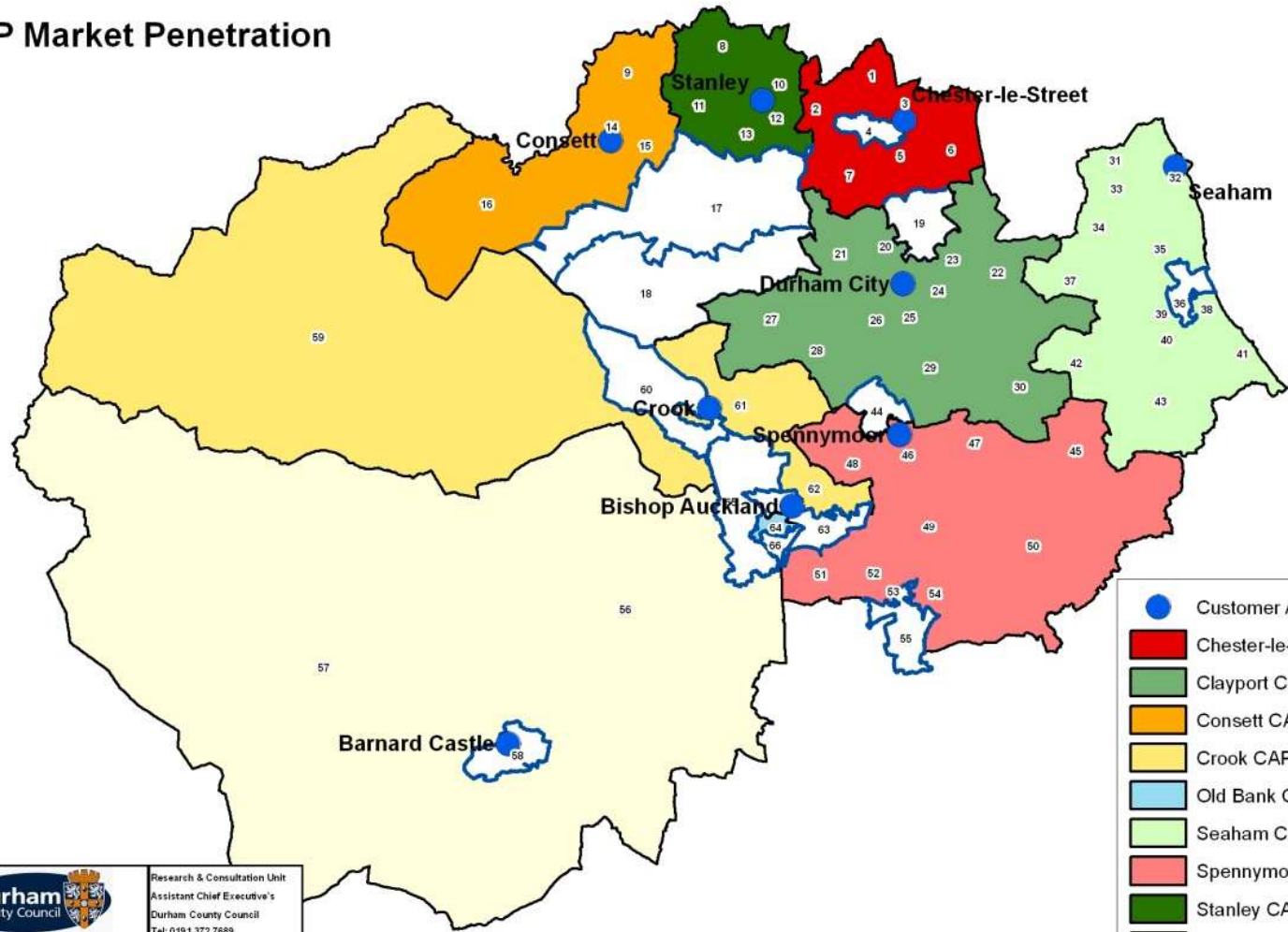
Disability Discrimination Act – As per Equality and Diversity above

Legal Implications – Legal Advice has been sought and it is considered there are no implications at this stage.

Appendix 2: Top 5 Services Offered by CAPS

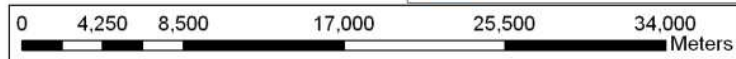
CAP	Top 5 services
Barnard Castle	<ol style="list-style-type: none"> I. Benefits II. Council tax – Billing III. Refuse and recycling IV. Libraries V. Planning
Bishop Auckland	<ol style="list-style-type: none"> I. Benefits II. Council Tax III. Bus Pass IV. Housing – Landlord services V. Special collection
Chester-le-Street	<ol style="list-style-type: none"> I. Benefits II. Meeting / visitor III. Council Tax IV. Planning V. Housing solutions interview
Consett	<ol style="list-style-type: none"> I. Benefits II. Council Tax III. Licensing IV. Housing solutions interview V. Refuse and recycling
Crook (Also hosts Coroner's Office)	<ol style="list-style-type: none"> I. Libraries II. Benefits III. Refuse and recycling IV. Council Tax V. Facilities management
Durham Clayport	<ol style="list-style-type: none"> I. Benefits II. Council Tax III. Housing – Landlord services IV. Housing rents – former Durham City V. Planning
Durham County Hall* *County Hall is for reception/signposting only, interviews in Durham are conducted in Clayport	<ol style="list-style-type: none"> I. Meeting / visitor II. Facilities management III. CAS IV. Refuse and recycling/Clean and green (Grass cutting, fly tipping etc)
Seaham	<ol style="list-style-type: none"> I. Benefits II. Council Tax III. Refuse and recycling IV. Housing solutions interview V. Social care direct
Spennymoor	<ol style="list-style-type: none"> I. Benefits II. Meeting / Visitor III. Blue Badge IV. Communications V. Council tax
Stanley	<ol style="list-style-type: none"> I. Benefits II. Refuse and recycling III. Council Tax IV. Clean and Green V. Neighbourhood wardens – enforcement

CAP Market Penetration



- Customer Access Points
- Chester-le-Street CAP
- Clayport CAP
- Consett CAP
- Crook CAP
- Old Bank Chambers CAP
- Seaham CAP
- Spennymoor CAP
- Stanley CAP
- Teesdale CAP
- Not Allocated

	Research & Consultation Unit Assistant Chief Executive's Durham County Council Tel: 0191 372 7689
	Map Produced for: Neighbourhood Services
Map scale: 1:220,000	
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Appendix 3: Staffing Costs broken down by CAP

CAP	Present Customer Services CAP staffing costs
Barnard Castle	£102,535
Bishop Auckland (3 days a week)	£80,345
Chester-le-Street	£132,858
Clayport	£200,872
Consett	£149,511
Crook	£175,140
Newton Aycliffe (1 day surgery)	£5,146
Peterlee (1 day surgery)	£5,146
Seaham	£200,872
Spennymoor	£200,872
Stanley	£153,999
Staffing cover	£337,293
Total	£1,744,589

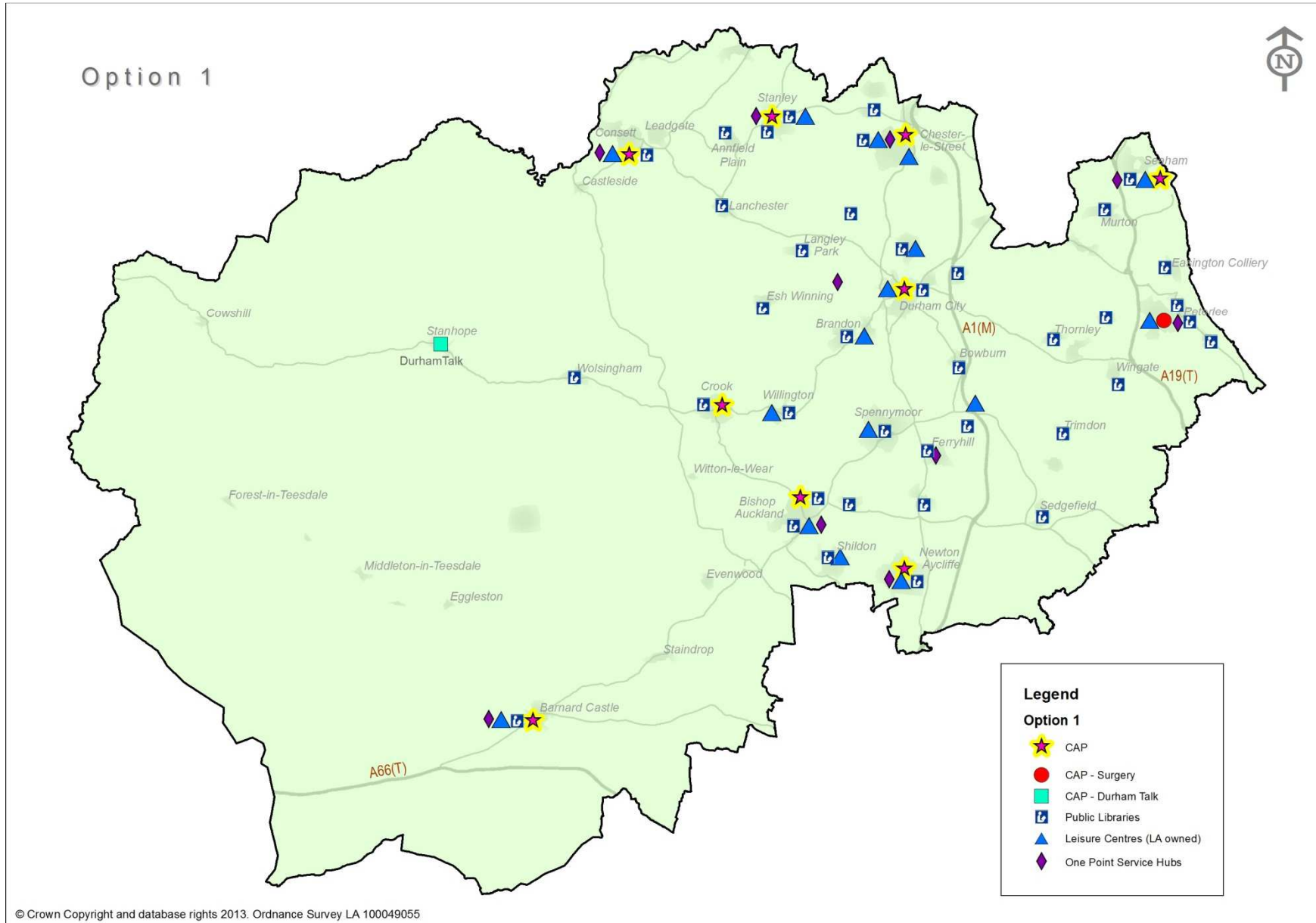
Appendix 4 – Access Point Benchmarking

Authority	Population served	Number of face to face access point	Population to access point	Density (number of persons per hectare)	Have recently / are planning to review number of access points	Notes
Near neighbours						
Nottinghamshire County	785,802	10	78,580	3.8		all offered via district buildings
Ashfield District	119,497	3	39,832	10.9		In the process of a full re-structure
Bassetlaw District	112,863	3	37,621	1.8	Didn't know	
Mansfield District	104,466	1	104,466	13.6	Completed as 1 off, with a 1 stop shop	
Cumbria County	499,858	8	62,482	0.7		Services delivered in partnership with district councils
Carlisle City	107,524	1	107,524	1		
Copeland Borough	70,603	3	23,534	1	No plans to change	
Staffordshire County	848,489	10	84,848	3.2		one access point is currently in development with services offered from a temporary location
Cannock Chase District	97,462	2	48,731	12.4		
Newcastle-under-Lyme City	123,871	2	41,290	5.9		1 is a 1 Stop Shop in rural area opened 1 day per week
Stoke-on-Trent City (Unitary)	249,008	9	27,667	26.6	Complete	Merged with libraries

Derbyshire County	769,686	2	384,843	3	No plans to change	These are general help desks
Bolsover District	75,866	4	18,966	4.7	No plans to change	
Chesterfield Borough	103,788	2	51,894	15.7	No plans to change	
North East Derbyshire District	99,023	2 + 5	99,023	3.6	No plans to change	1 Stop Shop deals with revenues & benefits but has phone that public can ring main contact centre for other issues. 5 other face face buildings for housing which is outsourced
Barnsley Metropolitan Borough	231,221	16	14,451	7	Are looking to reduce further	Merged with libraries gone from 9 CAP's to 16
Bolton Metropolitan Borough	276,786	6	46,131	19.8		Customer Services offered via libraries
Darlington Borough	105,564	1	105,564	5.3		
Doncaster Metropolitan Borough	302,402	1	302,402	5.3	Done	Opened 1 stop shop Jan 13
Dudley Metropolitan Borough	312,925	1	312,925	31.9	No plans to change	
Durham County	513,242	9	57,026	2.3	?	
Gateshead Metropolitan Borough	200,214	4	50,053	14.1	No plans to change	
North Lincolnshire (Unitary)	167,446	7	23,920	8.3		
Nuneaton & Bedworth Borough	125,252	2	62,626	15.9		Are currently merging Customer Services and Libraries
Rotherham Metropolitan Borough	257,280	6	42,880	9		
Salford City	233,933	3	77,977	24.1	No plans to change	
St Helens Metropolitan Borough	175,308	3	58,436	12.9		Customer Services offered via libraries
Stockton-on-Tees Borough (Unitary)	191,610	3	63,870	9.4	On going reduction	Reduced to 5 1 stop shops
Tameside Borough	219,324	8	27,415	21.3	Done	Opened 1 stop shop Oct 12 incorporating 1 library & 1

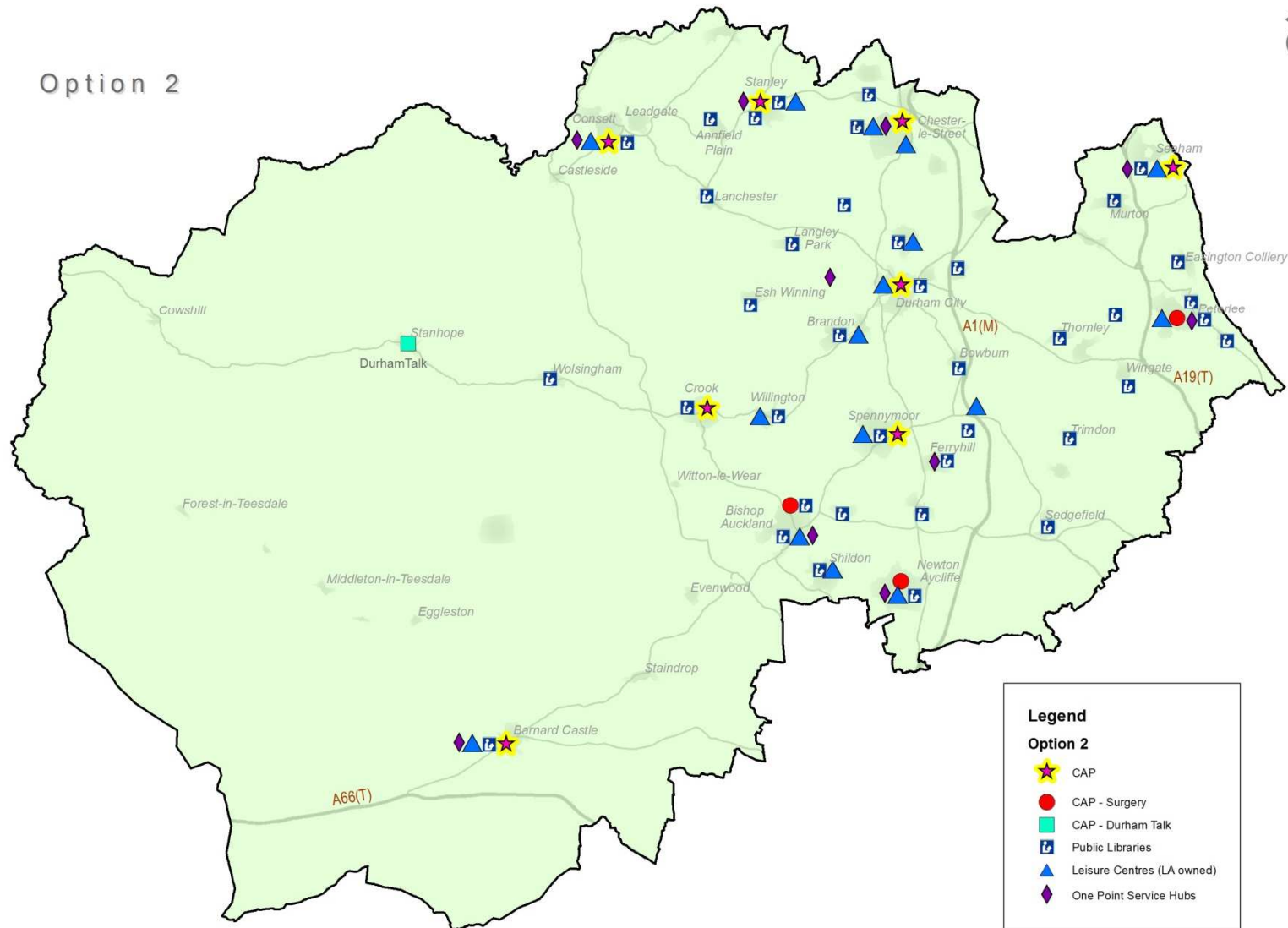
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Wakefield Metropolitan Borough	325,837	1	325,837	9.6		
Other Unitary Councils						
Northamptonshire County	691,952	3	230,650			
Cornwall (Unitary)	532,273	23	23,142			Some customer access points are merged with Libraries. Also offer 4 visiting services
Northumberland (Unitary)	316,028	9	35,114			

Appendix 5 – Option 1



Appendix 6 – Option 2

Option 2



Legend

Option 2

- ★ CAP
- CAP - Surgery
- CAP - Durham Talk
- 📖 Public Libraries
- ▲ Leisure Centres (LA owned)
- ◆ One Point Service Hubs

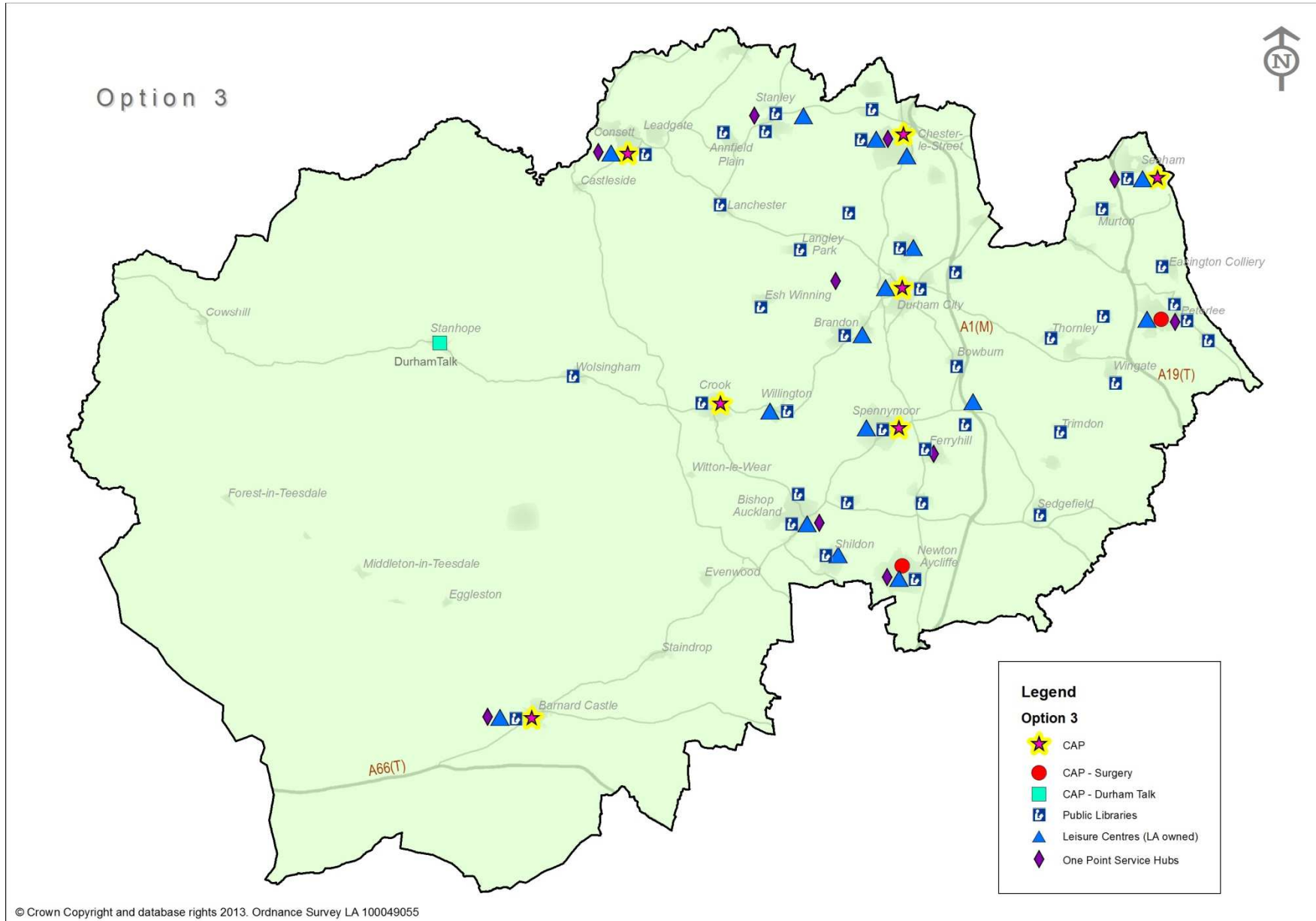
Appendix 7: CAPs to be considered for further reduction in Option 3

CAP	Total service requests (Based on 12/13 data)	Extent of CAP catchment as a % County Durham population*	Building information
Bishop Auckland	7,309	1.5	Building currently unsuitable and likely to be sold as part of Bishop Auckland master plan.
Chester-le-Street	12,169	10.5	CAP currently undergoing transfer to a co-located site with Cestria homes. Access for disabled people is provided with Customer requested spec
Clayport	21,722	16.9	Newly renovated CAP and library. Access for disabled people is provided with Customer requested spec in place
Consett	15,928	7.5	Newly renovated CAP in centre of Consett. Access for disabled people is provided with Customer requested spec in place
Crook	24,357	6.6	Newly renovated CAP and library. Access for disabled people is provided with Customer requested spec in place
Seaham	20,131	18.5	Newly developed CAP and library. Access for disabled people is provided with Customer requested spec in place
Spennymoor	25,020	17.1	Dedicated CAP with co-hosted key services. (CAP currently planned to close

			as part of existing Office Accommodation Strategy)
Stanley	14,425	7.9	Building unsuitable and CAP due for capital investment / relocation from current location to co-location in Louisa Centre
Teesdale	8,845	4.9	CAP currently undergoing transfer to Witham alongside library

*The remaining 8.6% of the population live in areas with no clear catchment

Appendix 8 – Option 3



Appendix 9 – Option 4

