

North East Derbyshire District Council

Cabinet

13 January 2016

Customer Service Provision

**Report No GBXR/20/15-16/PH of Councillor G Baxter MBE, Leader & Portfolio Holder
with Responsibility for Building a Better Council**

This report is public

Purpose of the Report

- The Council has agreed the sale of the former Council Offices at Saltergate, Chesterfield with completion due on 8 January 2016. By the time of this meeting the sale should have been completed. This report considers the customer service implications arising from the sale of the Saltergate premises.
- Over the last few years our emphasis with regard to customer service has been to invest in technology to move customers to more efficient and more cost effective service channels. Our strategy has been to shift customers from high cost channels of service such as face-to-face to the telephone and through self service on the website. This report considers the most appropriate options in respect to ensuring cost effective service provision for all customers.

1 Report Details

Background

- 1.1 The report to Cabinet on 28 October 2015 updated Members concerning the Council's acceptance of an offer for the Saltergate site. A completion date of 8 January 2016 has been agreed although officers have negotiated a short term lease in respect of the contact centre until early April 2016 (3 months). On the basis of discussions to date it should be possible to secure an extension for a further 3 months if Cabinet wished to extend the period of occupation further. In making any decision it is necessary to consider both the service impact of moving away from Saltergate, together with the financial implications of keeping the facility open. While the costs of operating Saltergate can be met from within the current year's budget (2015/16), in respect of future years they represent additional costs and Cabinet needs to take a view as to whether the continued use of the facility provides value for money for the Council. The indicative costs are summarised in the table below:

	2015/16 (3 months)	Full Year Costs
	£000's	£000's
Staffing Costs (3 FTE Posts)	20	70
Rental (Estimated)	10	40
IT / Phones	5	20
Cleaning, Cash Collection, Miscellaneous	5	10
Estimated Costs	40	140
'One Off' relocation costs, data link, furniture, equipment, etc		50

- 1.2 On the basis of a continued occupation of the Saltergate premises under a lease the anticipated annual costs would be in excess of £140k per annum. It is unlikely, however, that the continued use of the Saltergate premises will be an option in the longer term and if the Council were to seek to open a replacement facility in the Chesterfield area then there would be relocation costs of some £50k, with additional ongoing costs arising from higher rental costs. While the costs of alternative premises can only be estimated at this stage, it is clear that a relocated contact centre in Chesterfield Town Centre would cost in excess of £150,000 p.a.
- 1.3 Following the relocation of all Council services to Mill Lane the Contact Centre service at Saltergate moved into a corner of the reception area in July 2015. At the same time Derbyshire County Council took over the running of the reception for their services delivered within the building. All remaining Council's services are now located at Mill Lane with the result that the service provided at Saltergate is limited, often resulting in a referral from Saltergate to the Mill Lane site or contact by telephone or by a visiting officer calling at the residents home address this is not ideal from a customer perspective where we aim to deal with customers wherever possible at the first point of contact.
- 1.4 Since the relocation of the main office facility from Saltergate to Mill Lane there has been a dramatic reduction in the number of customers using the Saltergate facility. Full details concerning usage trends are given in Appendix 2 but in summary the numbers visiting have dropped from over 500 visits to 190 per month. On a daily basis there are less than 10 visits over the 8 hour opening period, while at Mill Lane visitor numbers have increased to over 500 a month. This in part can be linked to the fact that all specialist officers e.g. planners, benefits officer etc. are now based at Mill Lane. Since the move of officers to Mill Lane the Contact Centre staff at Saltergate have only been able to provide a limited service.

- 1.5 The position with respect to payments is similar in that the number of payments made at Saltergate has declined from 1,200 per month to less than 600 a month. On the basis of current trends usage levels at Saltergate are likely to fall below a total of 800 visits a month for both face to face service and cash transactions which gives an indicative cost approaching £15 per customer visit. This cost could be drastically reduced by utilising Direct Debit, Telephone or Web based services.
- 1.6 The growth in visitor numbers at Mill Lane demonstrates that it is a facility which residents are happy to use. As the facility became fully operational towards the end of last year we are seeing visitor number of some 1,200 a month which is a similar level of demand to that experienced at Saltergate when that facility was fully operational. To date we have received only one complaint from the public about the movement of core services to Mill Lane (the resident concerned wished to see them located at Dronfield). Many customers arriving by car have been complimentary about the new accommodation as it enables them to park free of charge and receive a service quickly. In addition to the facility at Mill Lane customers can access Council and Rykneld Homes services through a range of other channels:
- Mill Lane Contact Centre (telephone, payments and face-to-face)
 - Saltergate Contact Centre (payments and face-to-face)
 - Area Housing Offices at Clay Cross, North Wingfield, Dronfield, Killamarsh and Eckington
 - 24/7 Website payment
 - Payments by Standing Orders and Direct Debits
 - Payments at Post Offices (approximately 27 in the District including Chesterfield Town Centre) plus Pay Point Outlets across the District such as Martin's Newsagents near the bus terminal in Chesterfield Town Centre and many others across the District and Chesterfield
 - 24/7 Council Tax automated payments
 - Home visits where appropriate
- 1.7 There is therefore an excellent range of alternative facilities to engage with the Council. Although customers visiting Saltergate continue to express a preference for a facility in Chesterfield for convenience, there is an acknowledgement amongst customers themselves that the facility is underutilised together with an expectation that it will be closed. It is important to remember that the geography of the District makes the provision of face to face contact difficult, with the telephone having been the main customer service channel for North East Derbyshire for a number of years.
- 1.8 While officers have negotiated an extension of the occupation of Saltergate to the end of the current financial year and could seek a further short term lease, the future of the building under new owners is inevitably uncertain. If the Council wishes to remain within Chesterfield Town Centre then it will need to commence work to secure a suitable longer term location. That would clearly entail additional costs of some £150,000 per annum at a time when the Council already needs to secure financial savings in excess of £1m over the next three financial years. The available evidence supports the view that the Mill Lane is an acceptable location for the main customer contact centre is acceptable, demonstrates that the usage levels of Saltergate have declined significantly and that residents will continue to have access to a wide range of accessible options for contacting the Council and making

payment. At a cost per visit in the region of £15 the continued operation of the Saltergate facility clearly offers very poor value for money to local residents. Generally face-to-face transactions costs based on SOCTIM national figures are £8.62 per visit, whilst telephone transactions are £2.83 and online costs 15p. These costs are only indicative but it does demonstrate the poor value for money that the current service at Saltergate represents to residents.

2 Conclusions and Reasons for Recommendation

- 2.1 Over the last seven months the Council has moved its main administrative base to Mill Lane, Wingerworth. The evidence available shows that usage at Saltergate has dropped significantly whilst customers visiting Mill Lane have steadily increased. From the evidence it is clear that local residents view Mill Lane as a suitable base from which to operate core Council Services. While Mill Lane may be geographically unsuitable for a number of residents given the geography of the District, this would apply wherever the main administrative building was located. To meet the requirements of our residents the Council has a well established network of face to face contact centres, a telephone and an internet service, together with the facility to pay bills at a wide range of local retail outlets including the post office. Given that a decision to continue to operate from a Chesterfield Town Centre location would incur additional costs of some £150,000 per annum, officers' recommendation is that the continued provision of this facility represents poor value for money for local residents.

3 Consultation and Equality Impact

- 3.1 A Payments Method Survey was distributed by post to 370 users who had recently used the service during March/April 2015. This asked questions around current use and payment habits. An additional face-to-face survey was run at Saltergate during November once the payment machine had been fitted at Mill Lane. A total of 299 interviews were completed in November.
- 3.2 An Equality Impact Assessment has been produced which details the customer service provision across the whole district and is attached at **Appendix 1**. This demonstrates that there are a number of alternative ways to access services which meet the needs of local residents.
- 3.3 On 2 December 2015 the Disabled Peoples Joint Consultative Group received a presentation from the Customer Service Manager on the statistical data on recent customer numbers using Saltergate and Mill Lane. The group noted the large decline in customer numbers at Saltergate and welcomed the presentation. No further recommendations were made by the group.
- 3.4 Should a decision be reached to cease the service provision in Chesterfield Town Centre then a detailed communication plan will be needed to ensure the small number of current users are informed of the options for accessing services and making payments. The recommendation of this report is that a decision be taken to close the Saltergate facility at Easter 2016, which will give the Council adequate time to ensure that residents are fully informed of the available options.

4 Alternative Options and Reasons for Rejection

4.1 Options are detailed throughout the report.

5 Implications

5.1 Finance and Risk Implications

5.1.1 The recent Local Government Finance Settlement has made it clear that the Government plans to continue its austerity agenda with respect to local authority expenditure. Against this background it is currently estimated that the Council will need to identify and secure underlying financial savings in excess of £1m. A decision to retain a contact centre in Chesterfield which would cost an estimated £0.150m per annum would increase the level of savings required by that amount. Cabinet therefore needs to consider whether it is appropriate against this background to make a long term commitment to providing a customer service facility at Chesterfield Town Centre, or to secure a financial savings in order to protect the sustainability of higher priority services.

5.1.2. While the indicative cost of retaining a permanent presence in Chesterfield is estimated at £150k per annum plus relocation costs of £50k further work would be necessary in order to develop detailed proposals for consideration by Cabinet. Principally this would involve identifying and securing a long term lease for a suitable site.

5.2 Legal Implications including Data Protection

5.2.1 The Council has agreed provision with the new owners for continuation of service until early April 2016 within the Saltergate premises.

5.3 Human Resources Implications

5.3.1 The current temporary staff are contracted until March 2016. There is no budget provision for Saltergate staffing costs beyond March 2016.

6 Recommendations

6.1 That in the light of the limited impact on service delivery and the high costs and poor value for money of maintaining a contact centre either at Saltergate or in the Chesterfield Town Centre that the Council continue to operate the existing contact centre facility at Saltergate until Easter 2016 (24th March) at which time the facility be closed, with current users supported to move to alternative facilities during that period.

7 Decision Information

Is the decision a Key Decision? (A Key Decision is one which results in income or expenditure to the Council of £50,000 or more or which has a significant impact on two or more District wards)	Yes. Impacts on two or more wards and could result in expenditure of £50,000 or more.
District Wards Affected	All
Links to Corporate Plan priorities or Policy Framework	Transforming Our Organisation – transforming services through the use of technology, making best use of our assets, ensure financial sustainability. Providing Our Customers with Excellent Service – improving customer contact and access to information.

8 Document Information

Appendix No	Title
1.	Equality Impact Assessment
2.	Supporting Information : Usage Trends
Background Papers (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
SAMT Report 12 th December 2014 Residents Payment Methods Survey 2015 Residents Payment Methods Survey November 2015	
Report Author	Contact Number
Executive Director – Transformation	01246 217543



Equality Impact Assessment

Responsibility and Ownership

Name of policy, practice, service or function: **Provision of front facing Customer Service across the district.**

Responsible department: Customer Service and Improvement

Service area: Customer Service.

Lead Officer: Joint Assistant Director – Customer Service and Improvement.

Other members of assessment team

Name	Position	Area of expertise
Rachael Pope	Customer Service Manager	Contact centre management
Amar Bashir	Improvement Officer	Equality

Scope of the assessment

1	What are the main aims/objectives or purpose of the policy, strategy, practice, service or function?	To address any adverse customer impact as a result of changes to the location of customer services within North East Derbyshire District Council following the sale of Saltergate. With particular emphasis on access to services across the district.
2	Are there any external factors we need to consider like changes in legislation?	No
3	Who implements the policy, strategy, practice, service or function?	Customer Service and Improvement Department.
4	Who is affected by the policy, strategy, practice, service or function?	NEDDC, Bolsover District Council (Licensing), Credit Union and Rykneld Homes customers.
5	What outcomes do we want to achieve, why & for whom?	Ensure best use of Council assets/ resources and best value to provide a comprehensive service to customers across the district. To ensure that the Contact Centre service is provided cost effectively and efficiently.
6	What existing evidence do you have on the impact of the policy, strategy, practice, service or function?	Saltergate Residents Payment Survey April 2015 Saltergate Residents Payment Survey November 2015 Statistics and data on usage at current sites over a variety of channels.
7	How is information about the policy, practice, service or function publicised?	Currently through service booklets, website, News Magazine, posters, external communication e.g. press releases etc.

Identifying Potential Equality Issues

Consider any impacts / barriers on each of the protected characteristics set out below and consider any that might cross over e.g.: between race / disability, gender / religion and belief, sexuality / age etc. Indicate where the policy, practice, service or function could have a positive or negative impact for different groups and your reasons. Specify which data sources have informed your assessment.

Race

8	Identify any adverse impacts/barriers of the policy or procedure on people who may be disadvantaged because of their race		
	White	English / Welsh / Scottish / Northern Irish / British	<p>97% of the total population of NEDDC are white.</p> <p>0.8% are of other white backgrounds.</p> <p>A number of European languages are available on the payment machine at Mill Lane which enhances the service provision to this group of people.</p> <p>Other provision includes Talkback language line. No direct translation on website but facility to cut and paste into other translation tools.</p> <p>No further adverse impact identified</p>
		Irish	
		Gypsy or Irish Traveller	
		Any other White background	
	Asian / Asian British	Indian	<p>Chinese language is available on the payment machine at Mill Lane which enhances the service provision to this group of people. 0.2% of</p>
		Pakistani	

8	Identify any adverse impacts/barriers of the policy or procedure on people who may be disadvantaged because of their race		
		Bangladeshi	the total non-white population (3%) of NEDDC.
		Chinese	Other provision includes Talkback language line. No direct translation on website but facility to cut and paste into other translation tools.
		Any other Asian background	No further adverse impact identified.
	Black / African / Caribbean / Black British	African	Only 0.1% of total non-white within NEDDC.
		Caribbean	Other provision includes Talkback language line.
		Any other Black / African / Caribbean / Black British background	No direct translation on website but facility to cut and paste into other translation tools. No further adverse impact identified.
	Any other ethnicity	Arab	0%.
		Any other ethnic group	However other provision includes Talkback language line. No direct translation on website but facility to cut and paste into other translation tools. No further adverse impact identified.

Sex / gender

9	Identify any adverse impact/barriers of policy, practice, service or function on people who may be disadvantaged because of their gender	
	Female	There are 50,459 females according to the 2011 Census. The services are available to all sexes.
	Male	There are 48,564 males according to the 2011 Census. The services are available to all sexes.
	Transgender	No available data. The services are available to all sexes. One multi-use toilet at Mill Lane.

Age

10	Identify any adverse impact/barriers of policy, practice, service or function on people who may be disadvantaged because of their age	
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Residents North East Derbyshire

All Usual Residents (Persons) 99,023

Age 0 to 4 (Persons) 4.8%

Age 5 to 7 (Persons) 3.0%

Age 8 to 9 (Persons) 2.0%

Age 10 to 14 (Persons) 5.4%

Age 15 (Persons) 1.3%
Age 16 to 17 (Persons) 2.5%
Age 18 to 19 (Persons) 2.3%
Age 20 to 24 (Persons) 5.1%
Age 25 to 29 (Persons) 4.8%
Age 30 to 44 (Persons) 18.2%
Age 45 to 59 (Persons) 21.8%
Age 60 to 64 (Persons) 7.7%
Age 65 to 74 (Persons) 11.8%
Age 75 to 84 (Persons) 6.8%
Age 85 to 89 (Persons) 1.7%
Age 90 and Over (Persons) 0.9%

The service is available to all residents regardless of age. We have no accurate figures on usage by age range for any Contact Centre service as it is not applicable. The only data that we have is from the Residents Payment Methods Survey April and November 2015 (undertaken at Saltergate only) which indicate that there are slightly more over 65 year olds using the service than the district profile. However this is only a very small sample which indicated in May 2015 82 people out of a possible 137 between the ages of 65 plus and out of 299 customers in November 2015 only 53 over 65 and above.

In theory there is no evidence of any adverse impact to customers due to age because of the options available to customers to access services e.g. Area Housing Offices, payment machines at other locations in the district, telephone services, website, automated payment lines etc.

Disability

11	Identify any adverse impact/barriers of policy, practice, service or function on people who may be disadvantaged because of their disability or long term ill health	
	Physical or mobility impairments	<p>The district as a whole has a larger than average disabled population with 22% of the total population declaring they have a long term limiting illness or disability, compared to 10% for England and Wales. Of the working age population (age 16 - 65), 22% are disabled.</p> <p>There is limited adverse impact due to the existing provision across the service for example at Mill Lane we have enhanced the payment machine to ensure accessibility and DDA compliance, the front counter is lowered, staff have received training, electronic front door, widened interview cubicles. Mill Lane has disabled car parking close to the building. Mill Lane is situated just off a major bus route in and out of the town centre. One multi-use toilet at Mill Lane with disabled provision. All services are still accessible via the phone or through local offices (see rural/urban section 13 below).</p>
	Sensory (hearing, visual, speech)	<p>No other data than above.</p> <p>There is limited adverse impact due to the existing provision across the service for example at Mill Lane we have enhanced the payment machine to ensure DDA compliance e.g. grey scale and high contrast and easy read option. The front counter has a hearing loop and these are also in the interview rooms. Some staff have had training in basic signing and lip reading. In respect to wider services the website has grey scale, high contrast and easy read for different text sizes. All services are still accessible via the phone or through local offices (see rural/urban section 13 below).</p>
	Mental health	<p>No other data than above. All staff have had training. Services are accessible via the website, including payments. All services are still accessible via the phone or through local offices.</p>
	Learning disabilities	<p>No other data than above. All staff have had disability training. Some specialist training has been provided on autism and Aspergers. Services are accessible via the website. All services are still accessible via the phone or through local offices (see rural/urban section 13 below).</p>
	Non-visible conditions such as epilepsy or	<p>No other data than above. The service has trained first aiders. Services are accessible via the website. All services are still accessible via the phone or through local offices (see rural/urban section 13 below).</p>

11	Identify any adverse impact/barriers of policy, practice, service or function on people who may be disadvantaged because of their disability or long term ill health	
	diabetes	

Religion or belief

12	Identify any adverse impact/barriers of policy, practice, service or function on people who may be disadvantaged because of their religion or belief, including non belief	
	No religion	24.7% of residents have recorded as having no religion in the 2011 Census
	Christian	67.4% of residents have recorded as being of Christian religion in the 2011 Census
	Buddhist	0.1%
	Hindu	0.1%
	Jewish	0%
	Muslim	0.3%
	Sikh	0.1%
	Any other religion	0.3%
	Not stated	6.9%
		The service is available to all religions. The only negative impact is that the service is closed on weekends, public bank holidays and Christian religious days. However the website is available 24/7 and provides a range of information and services. No adverse impact.

Sexual orientation

13	Identify any adverse impact/barriers of policy, practice, service or function on people who may be disadvantaged because of their sexual orientation	
	Heterosexual	
	Lesbian	<p>Stonewall a national organisation which represents lesbian, gay and bisexual people, estimates that between 5-7% of the population are lesbian, gay or bisexual. This equates to an estimated 5000-7000 adults in North East Derbyshire District. 0.7% in the 2011 Census registered that they are co-habiting in a same sex civil partnership or cohabiting same sex couple.</p> <p>No implications as all services are available to all within the community.</p>
	Gay	<p>Stonewall a national organisation which represents lesbian, gay and bisexual people, estimates that between 5-7% of the population are lesbian, gay or bisexual. This equates to an estimated 5000-7000 adults in North East Derbyshire District. 0.7% in the 2011 Census registered that they are co-habiting in a same sex civil partnership or cohabiting same sex couple.</p> <p>No implications as all services are available to all within the community.</p>
	Bisexual	<p>Stonewall a national organisation which represents lesbian, gay and bisexual people, estimates that between 5-7% of the population are lesbian, gay or bisexual. This equates to an estimated 5000-7000 adults in North East Derbyshire District.</p> <p>No implications as all services are available to all within the community.</p>
	Prefer not to say	

Other categories

13	Identify any adverse impact/barriers of policy, practice, service or function on people who may be disadvantaged because of other factors	
	Rural / urban	<p>18.7% of households have no car or van within their household in relation to the whole of England which is 25%. 41.8% in the district have at 1 car or van in their household. The remainder have two or more cars/vans e.g. 39.4%. This data indicates high car ownership in the district e.g. over 82% ownership.</p> <p>The Council along with Rykneld Homes has customer service provision in a range of semi-rural and urban locations. These include:</p> <p>Clay Cross Area Housing Office, North Wingfield One Stop Shop and Eckington Area Housing Office</p> <p>Mon/Tues/Thurs/Fri - 9am-4pm</p> <p>Wed – 9.00am-2pm.</p> <p>Cashiers close 30 minutes earlier than the above closure times for cashing up purposes; there is a cash desk in all the above Area Housing Offices and an additional payment machine in Clay Cross and North Wingfield office.</p> <p>Killamarsh Area Housing Office</p> <p>Mon/Tues - 9am-2pm</p> <p>Wed – Closed all day</p> <p>Thurs/Fri – 9am-4pm</p>

13	Identify any adverse impact/barriers of policy, practice, service or function on people who may be disadvantaged because of other factors	
		<p>Cashiers close 30 minutes earlier than the above closure times for cashing up purposes at Killamarsh AHO.</p> <p>Dronfield One Stop Shop Mon-Fri – 9am-4.30pm</p> <p>There is a payment machine in operation at Dronfield however due to this being situated in the Leisure Centre customers are able to make payments whilst the Leisure Centre is still open even though the One Stop Shop has closed. The opening times for customers to make a payment are; Mon/Tues/Wed/Thur/Fri 7.00am-9.30pm</p> <p>Sat 8.00am-7.00pm Sun 8.00am – 8.00pm</p> <p>Regardless of location services can be accessed via the website and telephone and other electronic means. For example Standing Orders and Direct Debits. There also still remains the face to face option through Post Offices (approximately 27 in the district including the main office in Chesterfield) and through PayPoint outlets.</p>
	Carers	<p>No adverse impact. Staff are trained on providing services to carers and referral to DCC and other services for help. CAB information kiosk recently installed at Mill Lane.</p> <p>Regardless of location services can be accessed via the website and telephone and other electronic means.</p>
	Child poverty	<p>Mill Lane provides food bank drop off points. Credit union service provided. Referral to other agencies. CAB information kiosk recently installed at Mill Lane.</p>

13	Identify any adverse impact/barriers of policy, practice, service or function on people who may be disadvantaged because of other factors	
	Social value	Mill Lane provides food bank drop off points. Credit union service provided. Referral to other agencies. CAB information kiosk recently installed at Mill Lane.
	Any other	

Analysing the information and setting equality objectives and targets

Service or function	Policy or practice	Findings	Which groups are affected and how	Whose needs are not being met and how?
Provision of Contact Centre service across the district.	Practice	That the district has a wide area of provision in 6 locations (front facing) across the district, 3 north and 3 south. See attached map. NEDDC Services are also provided over the telephone (9.00 -5.00 pm Mon – Friday) and via the website and associated electronic channels 24/7.	Some groups may be affected as identified above by some of the access channels. However provision through a variety of channels is wider and offers choice.	Our aim is that everyone's needs are met through one channel or another to allow access to all services and all residents.

Document the evidence of analysis

Data or information	When and how was it collected?	Where is it from?	What does it tell you?	Gaps in information
Customer feedback and complaints	Only one complaint since moving the headquarters to Mill Lane	Member of the public	Aggrieved that whole Council provision has not been moved to Dronfield.	
Consultation and community involvement	Residents Payment Methods Survey (Saltergate) April 2015 and November 2015	Contact Centre survey	<p>Results show usage and methods of payment for a range of services. 137 written responses in May 2015. 299 face-to-face responses in November 2015.</p> <p>Large % wishing to retain the service at Saltergate but indicating would use other payment methods if necessary.</p> <p>In addition on 2.12.15 the Disabled Peoples Joint Consultative Group received a presentation from the CCM on current statistics for Mill Lane and Saltergate and alternative options available.</p>	

Data or information	When and how was it collected?	Where is it from?	What does it tell you?	Gaps in information
Performance information including Best Value	Monthly performance data	Contact Centre	Current Contact Centre telephone performance has dipped over the last six months due to resources being spread over 2 sites.	
Take up and usage data	Monthly performance data	Contact Centre	Usage has been greater at Mill Lane than originally expected. Usage at Saltergate has reduced significantly since payment machine was installed at Mill Lane. Low level of take up at Saltergate since the move.	
Comparative information or data where no local information available	Usage data	Bolsover District Council	Differences in amount of face to face, with Saltergate currently being much lower.	
Census, regional or national statistics	2011 Census	2011 Census – Equality Profile for NE Derbyshire	Profile of district against Derbyshire and nationally	
Access audits or other disability assessments			EIA carried out on Mill Lane before opening.	
Workforce profile			N/a	

Data or information	When and how was it collected?	Where is it from?	What does it tell you?	Gaps in information
Where service delivered under procurement arrangements – workforce profile			N/a	
Monitoring and scrutiny arrangements	Monitoring of performance data undertaken monthly	Financial systems and Contact Centre statistics	Transactions at Mill Lane have steadily increased since May 2015 whilst Saltergate figures have decreased.	

Recommendations and Decisions

Take immediate action by:

Amending the policy, strategy, practice, service or function	Ensure all communication is clear about what services can be accessed at what location across the district with relevant opening times. Produce publicity materials to promote. Update website.
Use an alternative policy, strategy, practice, service or function	
Develop equality objectives and targets for inclusion in the service plan	
Initiate further research	
Any other method (please state)	

All actions must be listed in the following Equality Impact Assessment Improvement Plan Summary

Equality Impact Assessment Improvement Plan Summary

Name of policy, practice, strategy, service or function ... Provision of front facing Customer Service across the district.

Department ...Customer Service and Improvement

Date of assessment ...October 2015

Please list all actions, recommendations and/or decisions you plan to take as a result of the equality impact assessment.

Recommendation/Decision	Action Required	Responsible Officer	Target Date	Resources	Progress	Actual Outcome
Produce publicity materials to promote the range of services and opening hours across the district.	Design new poster	JAD –CS&I	November 2015	Internal Design Team	Completed	Awaiting decision on future provision
Following the sale of Saltergate notify remaining customers stating alternative customer service provision	Produce and distribute communication	JAD –CS&I/ CCM	TBC	Officer time, post costs		
Promote in next addition of The News	Communication	CCM	Spring 2016	Comms Team		

Please state where the departmental electronic assessment will be kept:

JAD –CS&I I-drive

Date of assessment	10.12.15	
Sub group approval	Yes / No	
Subject to minor amendments	Yes / No	
Date published on corporate website		

Copies of all EIAs are stored on PERFORM.

The Council publishes its Equality Impact Assessments as evidence of the analysis that it undertook to establish whether its policies, strategies, practices, services and functions would further or would have furthered the 3 aims of the general equality duty, details of the information that it considered and details of engagement undertaken when doing the analysis.

The general duty requires the council to:

- Eliminate discrimination, harassment & victimisation
- Advance equality
- Foster good relations between different groups

SUPPORTING INFORMATION : USAGE TRENDS

Table 1: Number of Customer Visits:

	May	June	July	Aug	Sept	Oct	Nov	Total
Mill Lane	235	542	519	392	540	502	518	3,248
Saltergate	228	176	275	225	211	222	190	1,527

Table 2 : Breakdown of Customer Transactions (by location).

	Mill Lane (% of total)	Saltergate (% of total)
Council Tax	262 (8%)	212 (13.8%)
Benefits	1,173 (36%)	500 (32.7%)
Planning	373 (11%)	52 (3.4%)
Gold Card	102 (3%)	116 (7.5%)
Choice Based Lettings	117 (3.6%)	230 (15%)
Environmental Health/Licensing	800 (24.6%)	39 (2.5%)
Housing Options	90 (2.7%)	52 (3.4%)
Various Other	331 (10%)	326 (21%)
Total	3,248	1,527

Table 3 : Payments Made at Saltergate : April to September 2015

	Council Tax	Water Rates	Rents	Planning	Business Rates
Cash	1466	1214	998	12	11
Cheque	2223	119	184	318	250
Credit/Debit	311	196	235	1	7
Postal Order	26	0	0	0	0
Totals	4026	1529	1417	331	268

Table 4 : Payments Made at Saltergate following introduction of Mill Lane Cash Machine

	Saltergate payments 4.11.15 to 4.12.15		Mill Lane payment machine 4.11.15 to 4.12.15	
	Net amount	Transaction Count	Net amount	Transaction Count
Cash	£39,422.27	404	£13,578.24	124
Cheques	£56,109.55	104	£288,503.69	753
Credit cards	£1,479.00	9	£912.83	7
Debit cards	£14,010.61	83	£2,661.00	20
Total	£111,021.43	600	£305,655.76	904