

Public Document Pack



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3 July 2017

Dear Councillor

NOTICE IS HEREBY GIVEN THAT a meeting of the **SCRUTINY (POLICY AND PERFORMANCE) COMMITTEE** will be held in the HMS Brave Room at these Offices on Tuesday 11 July 2017 at 6.00 pm when the following business will be transacted.

Members of the public who require further information are asked to contact Rebecca Brough on (01304) 872304 or by e-mail at rebeccabrough@dover.gov.uk.

Yours sincerely

A handwritten signature in black ink, appearing to read "Nicky", written over a white background.

Chief Executive

Scrutiny (Policy and Performance) Committee Membership:

K Mills (Chairman)
M I Cosin (Vice-Chairman)
T A Bond
R J Frost
B J Glayzer
J M Heron
M J Holloway
S C Manion
M Rose
D A Sargent

AGENDA

1 **APOLOGIES**

To receive any apologies for absence.

2 **APPOINTMENT OF SUBSTITUTE MEMBERS**

To note appointments of Substitute Members.

3 **DECLARATIONS OF INTEREST** (Page 5)

To receive any declarations of interest from Members in respect of business to be transacted on the agenda.

4 **MINUTES**

To confirm the Minutes of the meeting of the Committee held on 13 June 2017 (to follow).

5 **PUBLIC SPEAKING**

Please note that in accordance with the agreed Protocol for Public Speaking at Overview and Scrutiny, the right to speak only applies to agenda items 11 and 12.

The right of the public to speak does not apply to the following agenda items: Apologies, Appointment of Substitute Members, Declarations of Interest, Minutes, the Forward Plan, the Scrutiny Work Programme, any agenda item that is not accompanied by a written report and items that are exempt business.

Members of the public wishing to speak must register to do so by no later than 2.00 pm on the second working day before the meeting.

6 **DECISIONS OF THE CABINET RELATING TO RECOMMENDATIONS FROM THE SCRUTINY (POLICY AND PERFORMANCE) COMMITTEE**

The following decisions were taken by the Cabinet at its meeting held on 3 July 2017 in respect of recommendations from the Scrutiny (Policy and Performance) Committee:

- Oldstairs Bay to Sandwich Bay Beach Management Plan
- Accommodation Charter for Dover District

7 **ISSUES REFERRED TO THE COMMITTEE BY COUNCIL, CABINET, SCRUTINY (COMMUNITY AND REGENERATION) COMMITTEE OR ANOTHER COMMITTEE**

There are no items for consideration.

8 **ITEMS CALLED-IN FOR SCRUTINY OR PLACED ON THE AGENDA BY A MEMBER OF THE COMMITTEE, ANY INDIVIDUAL NON-EXECUTIVE MEMBERS OR PUBLIC PETITION**

- (a) Items placed on the agenda by a Member of the Committee or any individual Non-Executive Member

Any individual Councillor may request that a matter is placed on the agenda of one of the Council's Overview and Scrutiny Committees by providing Democratic Support with notice of the matter prior to the agenda being published.

There are no items for consideration.

- (b) Items the subject of Call-In

Executive Decisions may be called-in by the Chairman or Spokesperson of the

Scrutiny (Policy and Performance) Committee or any three non-executive members.

There are no items for consideration.

(c) Public Petition

There are no items for consideration.

9 **NOTICE OF FORTHCOMING KEY DECISIONS** (Pages 6 - 8)

It is intended that Members should use the Notice of Forthcoming Key Decisions to identify topics within the remit of the Committee for future scrutiny.

10 **SCRUTINY WORK PROGRAMME** (Pages 9 - 13)

It is intended that the Committee monitor and prioritise its rolling work programme.

11 **CLOSURE OF AREA OFFICES** (Pages 14 - 26)

To consider the attached report of the Assistant Director, EK Services.

12 **OUTSOURCING OF REVENUES, BENEFITS, DEBT RECOVERY AND CUSTOMER SERVICES FUNCTIONS (REVISION OF DELEGATIONS TO THE EAST KENT SERVICES COMMITTEE)** (Pages 27 - 32)

To consider the attached report of the Director of Shared Services.

Access to Meetings and Information

- Members of the public are welcome to attend meetings of the Council, its Committees and Sub-Committees. You may remain present throughout them except during the consideration of exempt or confidential information.
- All meetings are held at the Council Offices, Whitfield unless otherwise indicated on the front page of the agenda. There is disabled access via the Council Chamber entrance and a disabled toilet is available in the foyer. In addition, there is a PA system and hearing loop within the Council Chamber.
- Agenda papers are published five clear working days before the meeting. Alternatively, a limited supply of agendas will be available at the meeting, free of charge, and all agendas, reports and minutes can be viewed and downloaded from our website www.dover.gov.uk. Minutes are normally published within five working days of each meeting. All agenda papers and minutes are available for public inspection for a period of six years from the date of the meeting.
- If you require any further information about the contents of this agenda or your right to gain access to information held by the Council please contact Rebecca Brough, Team Leader - Democratic Support, telephone: (01304) 872304 or email: rebeccabrough@dover.gov.uk for details.

Large print copies of this agenda can be supplied on request.

Declarations of Interest

Disclosable Pecuniary Interest (DPI)

Where a Member has a new or registered DPI in a matter under consideration they must disclose that they have an interest and, unless the Monitoring Officer has agreed in advance that the DPI is a 'Sensitive Interest', explain the nature of that interest at the meeting. The Member must withdraw from the meeting at the commencement of the consideration of any matter in which they have declared a DPI and must not participate in any discussion of, or vote taken on, the matter unless they have been granted a dispensation permitting them to do so. If during the consideration of any item a Member becomes aware that they have a DPI in the matter they should declare the interest immediately and, subject to any dispensations, withdraw from the meeting.

Other Significant Interest (OSI)

Where a Member is declaring an OSI they must also disclose the interest and explain the nature of the interest at the meeting. The Member must withdraw from the meeting at the commencement of the consideration of any matter in which they have declared a OSI and must not participate in any discussion of, or vote taken on, the matter unless they have been granted a dispensation to do so or the meeting is one at which members of the public are permitted to speak for the purpose of making representations, answering questions or giving evidence relating to the matter. In the latter case, the Member may only participate on the same basis as a member of the public and cannot participate in any discussion of, or vote taken on, the matter and must withdraw from the meeting in accordance with the Council's procedure rules.

Voluntary Announcement of Other Interests (VAOI)

Where a Member does not have either a DPI or OSI but is of the opinion that for transparency reasons alone s/he should make an announcement in respect of a matter under consideration, they can make a VAOI. A Member declaring a VAOI may still remain at the meeting and vote on the matter under consideration.

Note to the Code:

Situations in which a Member may wish to make a VAOI include membership of outside bodies that have made representations on agenda items; where a Member knows a person involved, but does not have a close association with that person; or where an item would affect the well-being of a Member, relative, close associate, employer, etc. but not his/her financial position. It should be emphasised that an effect on the financial position of a Member, relative, close associate, employer, etc OR an application made by a Member, relative, close associate, employer, etc would both probably constitute either an OSI or in some cases a DPI.



Notice of Forthcoming Key Decisions

[This updated version of the Notice supersedes all other versions issued in previous months]

Publication Date: 2 June 2017

Notice of Forthcoming Key Decisions which will be made on behalf of the Council

Key Decisions 2017/18	Item	Date of meeting at which decision will be taken by Cabinet (unless specified otherwise)
1	Neighbourhood Plans	June 2013 and ongoing (see entry)
2	Dover Town Centre Regeneration: To consider progress on the Compulsory Purchase Order and any issues arising which may go beyond the scope of the resolutions incorporated in Minute CAB 87	8 September 2014/24 April 2015/7 March 2016 and ongoing
3	Approval to develop detailed plans for replacement of Dover Leisure Centre	25 July/20 September and 15 December 2016 (special Cabinet meetings) and 11 September 2017 (special Cabinet meeting)
4	Statutory Brownfield Register	4 December 2017
5	Review of Tenancy Strategy and Tenancy Policy	October/November 2017
6	Review of Local Plan	1 March 2017 and dates to be confirmed
7	Property Acquisitions	Ongoing (decisions to be taken by Portfolio Holder for Corporate Resources and Performance)
8	Approval for public consultation on draft South Barracks Conservation Area Appraisal	3 July 2017 and date to be confirmed
9	To consider the results of public consultation on the Waterloo Crescent Conservation Area Appraisal and approve public consultation on proposed boundary extensions	8 May 2017
10	To consider the results of public consultation on the extension of the Nelson Street Conservation Area boundary and the introduction of an Article 4 Direction	8 May and 6 November 2017
11	Approval to cease providing a face-to-face customer service function at Aylesham, Deal and Sandwich area offices	3 July 2017
12	Approval of revisions to the 2012 Housing Assistance Policy	3 July 2017
13	Approval of amended Dover District Council Events Policy and Land Hire Agreement	3 July 2017
14	Approval to release funding and carry out regular beach maintenance works between Oldstairs Bay and Sandwich Bay	12 June 2017
15	Local Plan Review – Engagement Strategy	8 May 2017

Key Decisions 2017/18	Item	Date of meeting at which decision will be taken by Cabinet (unless specified otherwise)
16	Appointment of contractor to carry out building extension and repair works at Kearsney Abbey and Russell Gardens as part of the Heritage Lottery Funded 'Parks for People' project	3 July 2017 (subject to confirmation)
17	Appointment of contractor to carry out landscape and watercourse restoration works at Kearsney Abbey and Russell Gardens as part of DDC's Heritage Lottery Funded 'Parks for People' project	3 July 2017 (subject to confirmation)
18	To approve the policy on civil penalties and rent repayment orders for private landlords	4 September 2017
19	To seek approval for wet and dryside improvements to Tides Leisure and Indoor Tennis Centre, Deal	3 July or 4 September 2017
20	Dover Waterfront Masterplan and Dover Public Realm Improvements	4 September 2017 and dates to be confirmed
21	Planning Enforcement Plan	4 September 2017 and dates to be confirmed
22	Representations on the Thanet District Council Local Plan	To be confirmed
23	Fit-out of Aylesham retail units and related funding	3 July 2017
24	Project approval for development of land at Foxborough Close, Woodnesborough to provide affordable housing	3 July 2017

- Note: (1) Key Decisions which are shaded have already been taken and do not appear in this updated version of the Notice of Forthcoming Key Decisions.
- (2) The Council's Corporate Management Team reserves the right to vary the dates set for consultation deadline(s) and for the submission of reports to Cabinet and Council in respect of Key Decisions included within this version of the notice. Members of the public can find out whether any alterations have been made by looking at the Council's website (www.dover.gov.uk).

OVERVIEW AND SCRUTINY WORK PROGRAMME 2017/18

SCRUTINY (POLICY AND PERFORMANCE) COMMITTEE

Month	Scrutiny (Policy and Performance) Committee	Resource Implications for Scrutiny				Action
		Members	Officers (Corporate Expenditure unless otherwise stated)	Scrutiny Budget Expenditure		
				Projected	Actual	
May 2017	Waterloo Crescent Conservation Area Appraisal	Single Meeting	Head of Regeneration and Development	£0	£0	To consider the results of public consultation on the Waterloo Crescent Conservation Area Appraisal and approve public consultation on proposed boundary extensions
	Nelson Street Conservation Area	Single Meeting	Head of Regeneration and Delivery	£0	£0	To consider the results of public consultation on the extension of the Nelson Street Conservation Area boundary and the introduction of an Article 4 Direction.
	Performance Report Q4	Single Meeting	Director of Governance	£0	£0	To consider the report.
	Appropriation of Land for Play Areas	Single Meeting	Director of Environment and Corporate Assets	£0	£0	To consider the report.
	St Radigund's Play Area Project	Single Meeting	Director of Environment and Corporate Assets	£0	£0	To consider the report.
	Petition – Aycliffe Parking	Single Meeting	Director of Environment and Corporate Assets	£0	£0	To receive the petition.

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Agenda Item No 10

Month	Scrutiny (Policy and Performance) Committee	Resource Implications for Scrutiny				Action
		Members	Officers (Corporate Expenditure unless otherwise stated)	Scrutiny Budget Expenditure		
				Projected	Actual	
June 2017	Regent Cinema	Special Meeting (on-going)	Director of Environment and Corporate Assets / Head of Regeneration & Delivery	£tbc	£0	To be held in Deal at a date to be determined (June/July).
	Oldstairs Bay to Sandwich Bay Beach Management Plan	Single Meeting	Director of Environment and Corporate Assets	£0	£0	To consider the report.
	Accommodation Charter for Dover District	Single Meeting	Director of Environment and Corporate Assets	£0	£0	To consider the report.
July 2017	Approval to cease providing a face-to-face customer service function at Aylesham, Deal and Sandwich Area Offices	Single Meeting	Corporate Management Team	£		To consider the report.
	Outsourcing of Revenues, Benefits, Debt Recovery and Customer Services Functions (Revision of Delegations to the East Kent Services Committee)	Single Meeting	Corporate Management Team	£		To consider the report.
	Regent Cinema	Single Meeting	Corporate Management Team	£		This will be held in Deal at the Astor Theatre. Date being confirmed (Late July or Early Aug).
August 2017	NO MEETING SCHEDULED					

Month	Scrutiny (Policy and Performance) Committee	Resource Implications for Scrutiny				Action
		Members	Officers (Corporate Expenditure unless otherwise stated)	Scrutiny Budget Expenditure		
				Projected	Actual	
Date tbc	Lorry Parking in Dover	On-going	Director of Environment and Corporate Assets	£0		To receive an update.
September 2017	Petition – Aycliffe Parking	Single Meeting	Director of Environment and Corporate Assets	£0		To receive a report in respect of the petition.
	St James's Development Update	On-going	Head of Inward Investment	£0		A further site visit to the St James's site to view progress. Exact date to be confirmed (Summer/Autumn).
	Dover Leisure Centre	On-going	Director of Environment and Corporate Assets	£0		To consider reports at each relevant stage in the process.
	Performance Report Q1	Single Meeting	Director of Governance	£0		To consider the report.
October 2017						
November 2017	Performance Report Q2	Single Meeting	Director of Governance	£0	£0	To consider the report.
December 2017 (tbc)	Accommodation Charter Update	Single Meeting (Follow-up)	Director of Environment & Corporate Assets	£		To receive an update.
January 2018	Deal Pier	Single Meeting	Director of Governance & Director of Environment and Corporate Assets	£		To receive an update

Month	Scrutiny (Policy and Performance) Committee	Resource Implications for Scrutiny				Action
		Members	Officers (Corporate Expenditure unless otherwise stated)	Scrutiny Budget Expenditure		
				Projected	Actual	
February 2018	Performance Report Q3	Single Meeting	Director of Governance	£0	£0	To consider the report.
	Scrutiny of the Council's budget	Single Meeting	Corporate Management Team	£0		To scrutinise the Council's budget for 2018/19.
March 2018						
April 2018	Performance Report Targets 2018-19	Single Meeting	Director of Governance	£0		To consider the report
May 2018	Performance Report Q4	Single Meeting	Director of Governance	£0	£0	To consider the report.

Please note dates are approximate for key decisions as they are based on the latest edition of the Forward Plan and subject to change.

Municipal Year 2017/18

As appropriate	Property Investment Strategy	Single Meeting	Director of Finance, Housing and Community	£		To receive an update
Tbc (Sep-Oct 17)	Update on scaffolding at Tower Hamlets	Single Meeting – Follow up	Director of Environment & Corporate Assets	£		To receive an update.

As appropriate	Dover Leisure Centre	On-going	Director of Environment and Corporate Assets	£0		To consider reports at each relevant stage in the process.
TBC	Digital Strategy	Single Meeting	Head of Community Services	£		To receive an update on the Council's digital strategy.
As appropriate	Lorry Parking	On-going	Various	£0		To continue to monitor the progress in resolving illegal and anti-social lorry parking in the district.
As appropriate	Dover Town Investment Zone	On-going	Various	£tbc		To maintain a watching brief, scheduling scrutiny meetings as appropriate.

Subject:	CLOSURE OF AREA OFFICES
Meeting and Date:	Cabinet – 3 July 2017 Scrutiny (Policy and Performance) Committee – 11 July 2017
Report of:	Andrew Stevens, Assistant Director, EK Services
Portfolio Holder:	Councillor Mike Conolly, Portfolio Holder for Corporate Resources and Performance
Decision Type:	Key
Classification:	Unrestricted

Purpose of the report: To withdraw DDC face to face customer services at Aylesham, Sandwich and Deal and close the DDC service desks at these locations.

Recommendation: To withdraw face to face customer services at Aylesham, Sandwich and Deal and the closure of the DDC service desks at these locations during 2017/18

1. Summary

1.1 This report seeks approval to withdraw face to face customer services at the DDC area offices (Aylesham, Sandwich and Deal) during 2017/18. Overall, footfall is reducing as more and more people are choosing to contact us by telephone or online. We have gathered an advanced level of customer insight and research which has been pivotal in bringing us to this point of questioning the need for face to face customer service at these offices. Withdrawing face to face service at these offices will progress the Council's digitisation agenda, enable EKS to continue to develop its services and help EK Services to meet its challenging budget savings targets for 2017/18.

2. Introduction and Background

2.1 DDC have provided a face to face customer service at Aylesham, Sandwich and Deal for many years. Staff at these offices deal with a variety of transactions for the council such as benefits, Council Tax and parking. Despite vastly increasing numbers of people choosing to contact us by other means (telephone and online) the design of the face to face service hasn't adapted or changed to meet customers' expectations. We still offer a very traditional service at these offices where customers can turn up without an appointment and wait to be seen. Other organisations who also deal with our customers have moved away from face to face services due to their cost and strategy to move customers online (Pension Service, Jobcentres, utility companies etc). Pensioners who claim pension credit carry out all their transactions online, by phone or by post. An Equality Impact Assessment is included as Appendix 5.

2.2 There are rarely queues in these offices and the sheer conveniences of the facilities are causing much of the footfall even though many of the enquiries can be dealt with in other ways.

2.3 EK Services staff have been gathering and analysing an advanced level of customer information over the last 12 months. We have spent a lot of time with the customers at all of these offices finding more about why they are choosing to come in face to

face to deal with the council, who they are (age, disability status, sex, how far they have travelled to come in) as well as whether they have access to the internet at home or elsewhere and whether they are confident in using it or not. EKS “Digital Champions” have also spent time at these offices helping customers to access the services in other ways and raising awareness of online and telephone services. Customer reaction to this has been very positive.

- 2.4 Most of the transaction types at Aylesham, Sandwich and Deal can be dealt with in other, more cost-effective, ways. At most of our offices, most of the transactions are about housing benefit. EK Services are procuring a new digital benefits system which allows people to submit new claims and change of circumstances 24/7 as well as upload documents directly to their claim. This negates the need for people to bring documents to the office to be copied (which is a very common transaction type) For exceptional cases only there is a provision to visit people in their own homes to help them transact with the council. This will be adopted on a case by case basis and only in cases where there is no other assistance available.
- 2.5 Universal Credit is just about to roll out in the Dover district. We will monitor the roll out of this before closure to ensure there are no new issues arising that were not identified in the production of this report. If any new issues are identified then these would be fully considered before closure proceeds.
- 2.6 Given the above, we are now in a situation where we recommend closing face to face customer service at Aylesham, Sandwich and Deal during 2017/18. Exact dates to be confirmed but we would recommend closing Aylesham & Sandwich in September and Deal in October 2017. Customers will still be able to make their enquiries to the council but will do so in a more modern, convenient and cost effective way. Similar recommendations are being made to Canterbury & Thanet Councils in relation to their area offices as well. This will have the dual advantage of helping deliver our services in a way that the majority of our customers expect as well as helping EK Services achieve its savings targets for 2017/18.
- 2.7 To be clear, the proposal is only to close the DDC service desks at these locations. The principal use of these buildings as a library (Deal), health centre (Aylesham) etc will continue.

3. Identification of Options

- 3.1 Withdraw face to face service at Aylesham, Sandwich and Deal - This withdrawal will happen during 2017/18 and customers will be encouraged to transact with us either on the telephone or online. Customers who are currently bringing in documents will be encouraged to either upload them online if they have access or post them to us as they do with many other organisations they deal with.
- 3.2 Do not withdraw face to face services at Aylesham, Sandwich and Deal – This will hamper EK Services and DDC’s digital ambitions and make it much more difficult for EK Services to realise its savings targets for 17/18. Increasingly, face to face service is becoming more expensive per transaction as we maintain the same number of staff in the offices whilst the footfall is falling. We have 1 staff member at Aylesham, 1 at Sandwich and 2 at Deal.

4. Evaluation of Options

- 4.1 Withdraw face to face services at Aylesham, Sandwich and Deal – This option is recommended. Given all the customer insight work and research we have carried

out over the last 12 months we now have a better understanding than ever before about the customers who are visiting our offices. We know who they are, how far they have travelled, their ages, sex, disability status and, crucially, we know the reasons why they have chosen face to face over other channels such as online and telephone. We also have data on their levels of digital literacy and whether they have access to the internet. This research has challenged the traditional assumptions that the main users of face to face services are the elderly who have not got access to the internet at home and who are digitally excluded. We have found that many people of working age who are digitally literate and have access to the internet are still choosing to use face to face services due to convenience and/or perceptions of a speedy service. There have also been cases where customers were simply not aware of the option of an online service and greatly appreciated being shown how to do this as an alternative to travelling to an office to hand documents in for example. All of the transaction types that happen in these offices can be carried out by customers using other channels such as online or telephone. If implemented then the DDC service desks at Aylesham, Deal and Sandwich will close.

- 4.2 If approved officers of the District Council and EK Services will determine the arrangements and timing for the closure of the area offices at Aylesham, Sandwich and Deal in accordance with the mechanisms and officer delegations in the East Kent Services Collaboration Agreement.
- 4.3 Do not withdraw face to face services at Aylesham, Sandwich and Deal – This option is not recommended. We have an obligation to provide services in a manner preferred by the majority of our customers whilst making sure the minority who do not have internet access have alternative ways of dealing with us. If we do not withdraw face to face services at these offices customers will still choose to use them (albeit a reducing number) and we will still need to resource them which will act as a significant barrier to EK Services and DDC's digital ambitions as well as make it more difficult for EKS to attain its budget savings target.

5. **Resource Implications**

There will be part year savings of £22.5k in 2017/18 (assuming full implementation by 1st October 2017) and then on-going savings of £45k per annum in subsequent years.

6. **Corporate Implications**

- 6.1 Comment from the Section 151 Officer: The Section 151 Officer and the Accountancy Section have been consulted on the report and have no further comments to add (LS)
- 6.2 Comment from the Solicitor to the Council: The Solicitor to the Council has been consulted in the preparation of this report and has no further comments to make.
- 6.3 Comment from the Equalities Officer: In preparation for the report an Equality Impact Assessment has been carried out which highlights an impact on both age and disability. Measures have been outlined in order to mitigate the impact on the protected characteristics. Members are reminded that, in discharging their responsibilities they are required to comply with the public sector equality duty as set out in section 149 of the Equality Act 2010 <http://www.legislation.gov.uk/ukpga/2010/15>

7. **Appendices**

Appendix 1 – Customer insight data at Aylesham

Appendix 2 – Customer insight data at Sandwich

Appendix 3 – Customer insight data at Deal

Appendix 4 – ONS national statistics (internet access per age band)

Appendix 5 – Equality Impact Assessment

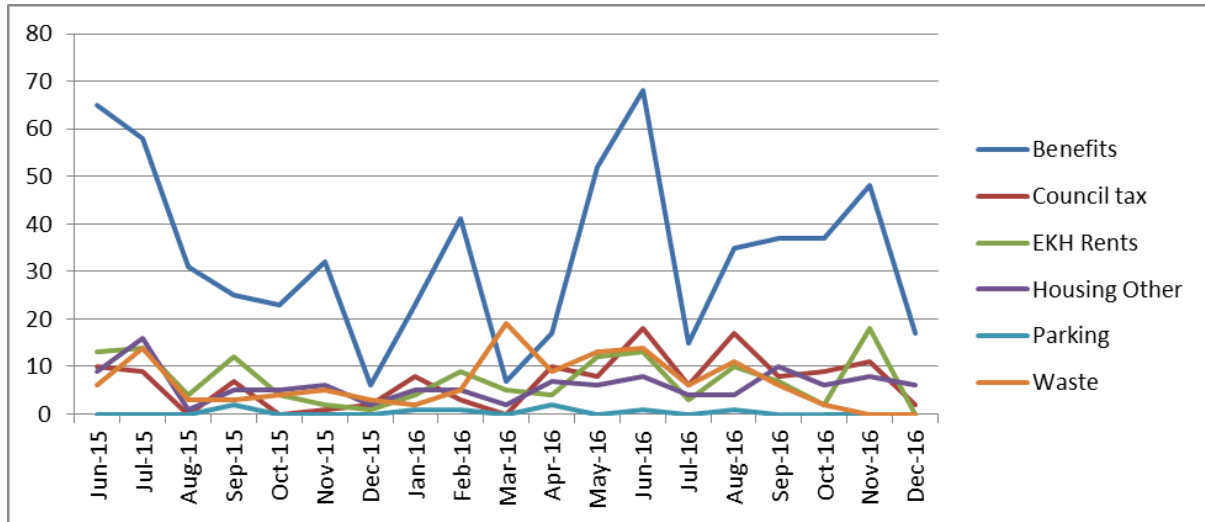
8. **Background Papers**

Contact Officer: Andrew Stevens, Assistant Director, EK Services

Andrew.stevens@ekservices.org 07525 668450

Appendix 1 – Aylesham data and customer insight

- Visitor numbers at Aylesham (June 15 to Dec 16)



- Results from customer surveys (49 completed)

“Average” Aylesham customer is a female aged over 65, travels 0.8 miles to come into the office to hand in documents and has a 50% chance of possessing a smartphone and/or having access to the internet.

What is your postcode?
CT3 3DL

Do you have access to a computer/smart-phone/tablet at home?
 Yes No (please circle)

Do you have access to a computer at a library, council office or similar?
 Yes No (please circle)

Why did you visit today instead of going online or phoning?
easier.

What is your age?
 16-24 25-34 35-44 45-54 55-64 65-74 75+ (please circle)

Are you:
 Male Female (please circle)

Do you consider yourself to have a disability?
 Yes No (please circle)

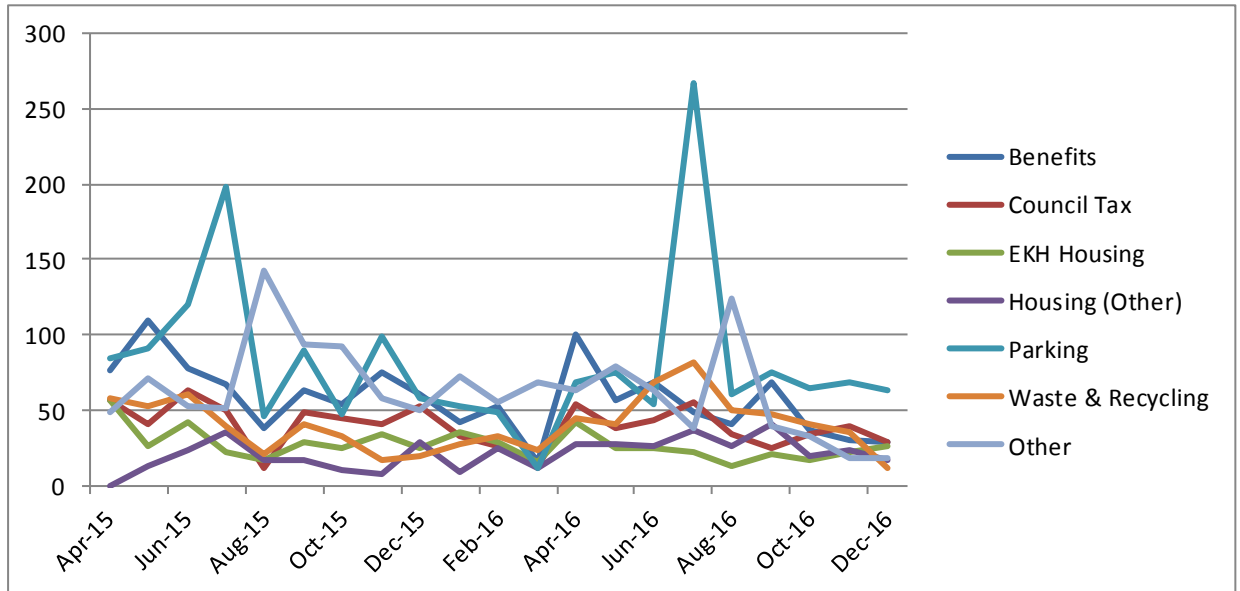
Can you use a computer/smart-phone/tablet?
 Yes No (please circle)

Does anyone in your house use a computer/smart-phone/tablet?
 Yes No (please circle)

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Appendix 2 – Sandwich data and customer insight

- Visitor numbers at Sandwich (April 15 to Dec 16)



- Results from customer surveys (155 completed)

“Average” Sandwich customer is aged over 75, travels 2.1 miles to come into the office to pay a council bill or ask about parking and has just over a 50% chance of possessing a smartphone and/or having access to the internet.

What is your postcode?
 CT13 0NE

What is your age?
 16-24 25-34 35-44 45-54
 55-64 65-74 75+ (please circle)

Are you:
 Male Female (please circle)

Do you consider yourself to have a disability?
 Yes No (please circle)

Can you use a computer/smart-phone/tablet?
 Yes No (please circle)

Does anyone in your house use a computer/smart-phone/tablet?
 Yes No (please circle)

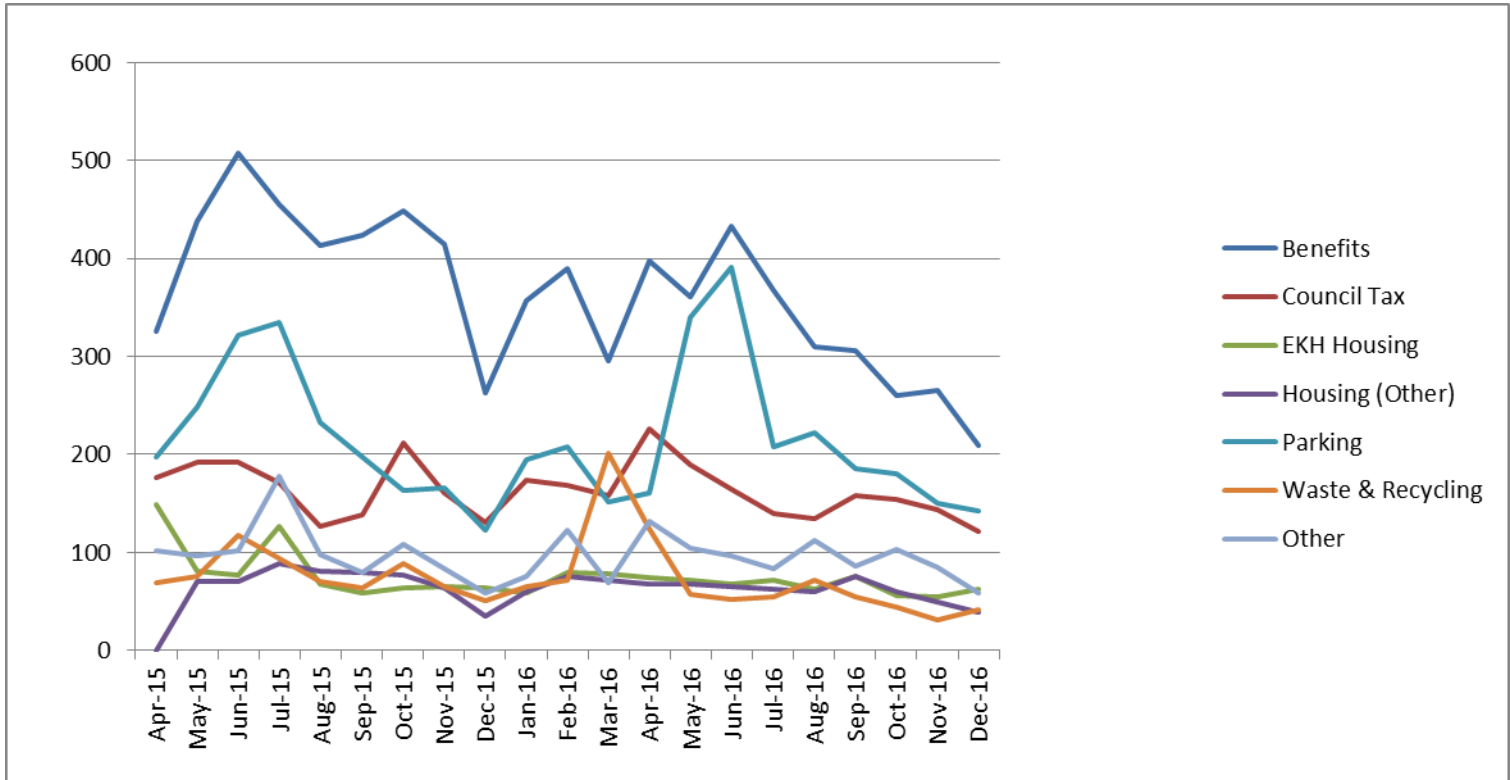
Do you have access to a computer/smart-phone/tablet at home?
 Yes No (please circle)

Do you have access to a computer at a library, council office or similar?
 Yes No (please circle)

Why did you visit today instead of going online or phoning?
 BECAUSE IT WAS EASY AS I WAS IN TOWN ANYWAY TODAY

Appendix 3 – Deal data and customer insight

- Visitor numbers at Deal (June 15 to Dec 16)



- Results from customer surveys (384 completed)

“Average” Deal customer is aged between 45-54, travels 2.13 miles to come into the office to hand in documents. They are likely to possess a smart phone / access to the internet.

What is your postcode?

What is your age?
 16-24 25-34 35-44 45-54
 55-64 65-74 75+ (please circle)

Are you:
 Male Female (please circle)

Do you consider yourself to have a disability?
 Yes No (please circle)

Can you use a computer/smart-phone/tablet?
 Yes No (please circle)

Does anyone in your house use a computer/smart-phone/tablet?
 Yes No (please circle)

Do you have access to a computer/smart-phone/tablet at home?
 Yes No (please circle)

Do you have access to a computer at a library, council office or similar?
 Yes No (please circle)

Why did you visit today instead of going online or phoning?

Appendix 4 – National internet access statistics (ONS)

ONS Internet stats 2016

Figure 3: Recent internet users in last 3 months by age group and sex, UK, 2016

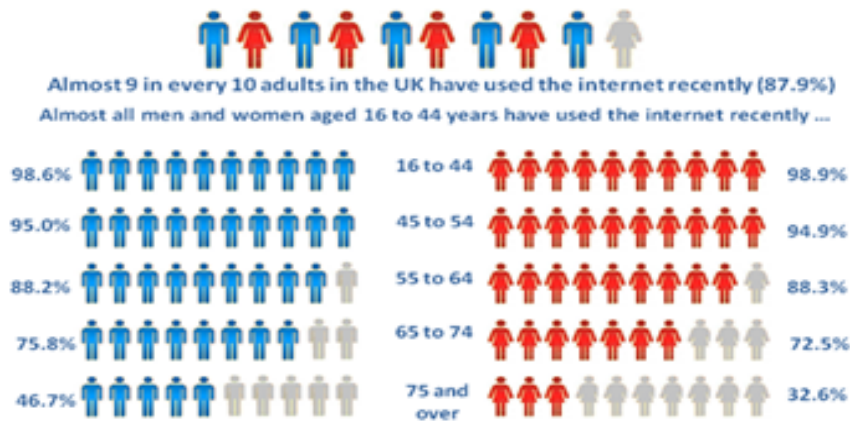
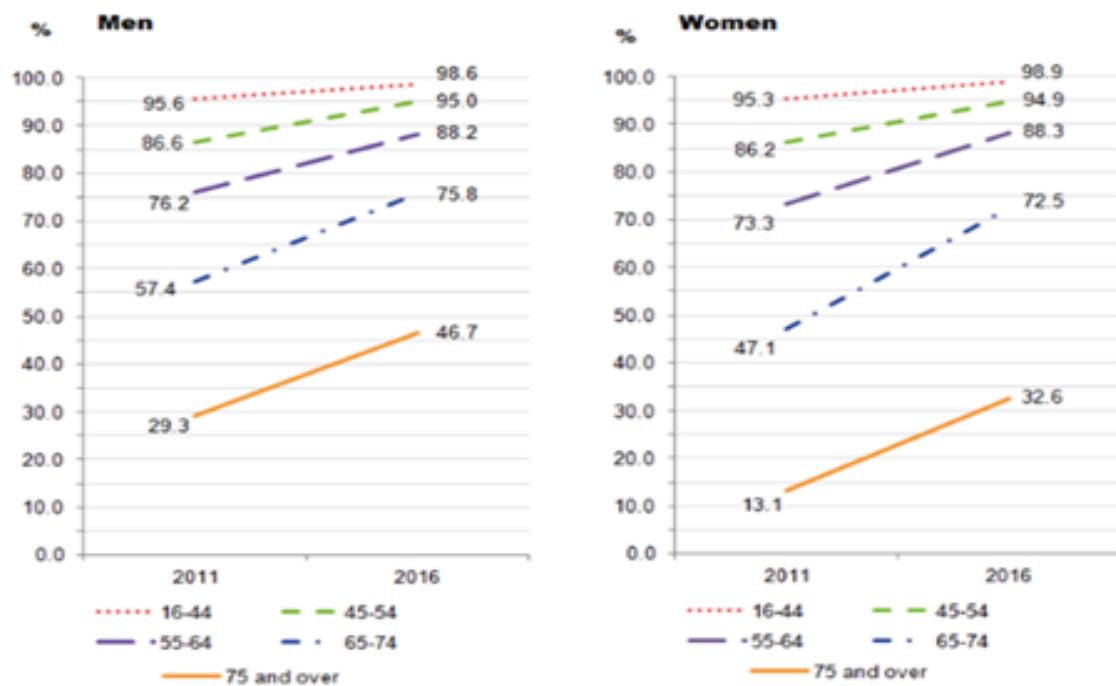


Figure 4: Recent internet use in 2011 and 2016 by age group and sex, UK



Appendix 5 – Equality Impact Assessment

Equalities Impact Assessment

Lead Officer:-	Andrew Stevens, Assistant Director, EK Services
Decision Maker(s):-	Cabinet – 3 rd July 2017
Name and Type of decision:- e.g. Policy, contract, service delivery change.	Service delivery change. The reports recommends that face to face customer service is withdrawn from Aylesham, Sandwich and Deal.
Date of decision When will the final decision be taken?	3 rd July 2017.
Aims of the decision <ul style="list-style-type: none"> • Objectives • Intended outcomes • Key actions • Who and how many will be affected 	<p>The objectives of the decision are to withdraw face to face customer service at Aylesham, Sandwich and Deal. Although face to face service will be withdrawn we still intend to offer a comprehensive service on the telephone and online. The intended outcome is for customers to interact with us in a more cost effective way as face to face service provision carries significantly higher overheads than dealing with people on the telephone or online.</p> <p>The key actions are to seek approval in principle from Cabinet on 8th May 2017 and then embark on a communications campaign to publicise the closures. It is anticipated that the face to face service will be withdrawn by July 2017.</p> <p>In terms of numbers of people affected, the numbers of customers using these offices varies from month to month but we generally see about 10 customers a week at Aylesham, 75 at Sandwich and around 220 customers at Deal. We don't know how many of these customers are "unique" customers and how many are repeat customers.</p>

<p>Information and Research</p> <ul style="list-style-type: none"> • Summarise research and information that you used to prepare your proposals / preferred options • What data did you use to research your proposals • List anything you found that will affect people with protected characteristics. 	<p>We have been collecting a great deal of data and information on customers using our face to face services over the last 12 months. This has been using feedback cards and we have collected information regarding age, sex, distance travelled, disability status and whether the customer is digitally literate or not and had access to the internet. Across the three locations we have collected over 600 survey forms which have subsequently informed these recommendations.</p> <p>These survey forms have been accompanied by EKS “Digital Champions” spending time in these offices talking to the customers about how they prefer to contact the office and helping them deal with the council in a different way. These sessions have been very positively received and a special “Go online” session held at Aylesham was very well received by the public.</p> <p>Generally speaking, we have found that Aylesham and Sandwich are used by older people (over 65) and Deal is mostly used by people aged between 45-54. A minority of people using face to face at these offices consider themselves to be disabled. Most of the customers we surveyed are female and around 50% of customers at Aylesham and Sandwich told us they have internet access compared to around 75% at Deal. We have also carried out research looking at other similar organisations who provide services to our customers. For older people in particular anyone dealing with the Pension Service would be expected to interact with them online or by telephone. Documents can be posted to them as well. HMRC also encourage this type of contact rather than face to face. Utility companies such as water, gas and electricity companies offer no face to face services either.</p>
<p>Consultation</p> <ul style="list-style-type: none"> • Has there been any specific consultation done • What were the consultation results • Did the consultation analysis show any difference for people with protected characteristics. • What conclusions did you draw from the consultation 	<p>There has been significant consultation through a process of discussions and surveys with over 600 users of the face to face service to build up a detailed understanding of who are customers are and to find out why they were choosing to contact us face to face rather than use more modern, cost effective ways of contacting us.</p>

Assessing if the decision is likely to be relevant to the three aims of the Equality Duty.

Aim	Relevance Yes / No
Eliminate discrimination, harassment, victimisation	No
Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not.	Yes
Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.	No

If you have decided that this decision is relevant to the three aims of the Equality Duty, use the section below to show how it is relevant and what the impact will be.

Protected Characteristic	Relevance High/Medium/Low	Impact of the decision Positive / Negative
Age	Medium	Negative.
Disability	Medium	Neutral
Gender reassignment		
Gender		
Marriage and Civil Partnership		
Pregnancy and Maternity		
Race		
Religion, Belief or Lack of Belief		
Sexual Orientation		

<p>If you have found negative impact, outline the measures you intend to take to mitigate it.</p>	<p>National ONS data reveals that older people are less likely to have access to the internet than younger people. Withdrawing the face to face customer service will not disadvantage older people as we will still provide a telephone service for enquiries and customers always have the opportunity to upload documents on their phone if they have the facility and access or post documents where they do not. This is entirely consistent with other organisations such as Pension Service and HMRC who are also encouraging customers to interact with them in a more modern, cost effective way.</p> <p>In terms of disability, again, statistics show disabled people are less likely to have internet access than non-disabled people. The mitigating factors mentioned above remain applicable. We will offer a full digital service for those who have got access to the internet and a telephone service for those who do not. As many of the transaction types we deal with are customers simply bringing in documents for us to see we will of course accept these via the postal system like many other organisations they already deal with.</p>
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	<p>For exceptional cases only there is a provision to visit people in their own homes to help them interact with the council. This will be adopted on a case by case basis and will only be carried out where there is no other help available to the customer.</p>
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This Equality Impact Assessment must attach to any report throughout the decision making process, to allow the final decision makers to have Due Regard.

Canterbury City Council

**Policy and Resources
Committee**

10 July 2017

Dover District Council

Cabinet

3 July 2017

Thanet District Council

Cabinet

27 July 2017

**East Kent Services
Committee**

To be advised (but following the last of the above meetings)

Subject:

Outsourcing of Revenues, Benefits, Debt Recovery and Customer Services Functions (Revision of Delegations to the East Kent Services Committee)

Director/Head of Service:

Director of Shared Services

Decision Issues:

These matters are within the authority of the executive of each of the authorities of, Dover District and Thanet District and are within the authority of the Policy and Resources Committee of Canterbury City Council.

Once agreed by the above authorities the development of the business case will fall within the authority of the East Kent Services Committee.

Decision type:

Not applicable

Classification:

Unrestricted

Summary:

This report proposes the development of a business case for the outsourcing of Revenues, Benefits, Debt Recovery and Customer Services Functions' and consequent amendments to the delegations made to the East Kent Services Committee by the three authorities in establishing revised governance arrangements for East Kent Services (EKS) and EK Human Resources (EKHR) in 2014-2016.

That the Cabinets of Dover District Council and Thanet District Council agree and approve:

That the Policy and Resources Committee of Canterbury City Council agrees and approves:

To the extent that they are not already authorised to do so, the East Kent Services Committee be authorised and requested to discharge the powers and functions of the Council to develop a business case for outsourcing the Council's functions in relation to the following:-

- Council Tax Administration and Enforcement
- National Non-Domestic Rates Administration and Enforcement
- Housing Benefit and associated services
- Council Tax Reduction Scheme and associated services
- Debt Recovery
- Customer Services

(together called 'the Revenues, Benefits, Debt Recovery and Customer Services Functions') and to determine the actions to be taken in connection therewith.

Next stage in process

The East Kent Services Committee to make appropriate delegations to each of the Director of Collaborative Services and the Director of EK Services to enable him to develop the business case and report back directly to each of the three councils prior to further consideration by the East Kent Services Committee.

SUPPORTING INFORMATION

1. Background

The revised governance structures for the delivery of the shared services by CCC DDC and TDC were approved on the report of Head of Legal Services (Canterbury), the Director of Governance (Dover), the Solicitor to the Council (Dover) and the Interim Legal Services Manager (Thanet) ("the original report") by the respective Cabinets Council at the end of 2014 and the early 2015 and finally, by the East Kent Services Committee on 11 February 2015. They were subject to minor amendments in July 2016.

As part of EK Services' ongoing operation, the Director of Shared Services and his Management Team have been examining ways to ensure the service remains relevant and viable. This has included work to assess options to maintain cost effective service delivery with high levels of performance as well as considering opportunities to grow revenue. As a result of this options appraisal, work has been underway to examine the possibilities offered by potentially contracting with commercial suppliers that may offer proposals for significant revenue savings whilst safeguarding the quality of the delivery and local employment and commercial partnership arrangements

At present, the governance arrangements outlined above do not specifically provide for the East Kent Services Committee to consider the business case for entering into contracts with a commercial operator for the discharge of the Revenues, Benefits, Debt Recovery and Customer Services Functions.

2 Current Situation and the need for change

EK Services (EKS) was formed 5 years ago to provide a range of services including IT, HR, Revenues & Benefits and Customer Services. It has been a success, delivering £6m savings back to its partner organisations whilst improving performance and increasing resilience – without significant investment.

EKS is funded by its partner Councils as well as income from other, non-partner organisations. Currently the participating Councils require EKS to operate within its own fixed budget and therefore inflationary pressure (including pay and contract inflation) means that year-on-year savings between £300K and £500K are needed to maintain the status quo.

In 2017/18, EKS will continue to deliver the required level of savings to keep within existing budgets but as employee costs form the bulk of EKS' cost base, this is not sustainable in the longer term without a significant impact on staffing.

Further savings will require a significant staff reduction (an estimated 30 redundancies are required to deliver the anticipated budget savings for 2018/19) which introduces a high degree of service risk as well as high exit costs and the economic impact of job losses in the local area.

EKS is now at the point where cutting services in line with its partner Councils' affordability constraints will start to have a direct impact on service quality, raising the risk of service failure and performance degradation on Benefits (error bonus and payment time) and Council Tax and Business Rates collection levels as well as Customer Services.

This reduction in staffing would be required in addition to any other losses that would be required as a consequence of external impacts, for example the reduction in DWP and DCLG grants for the administration of Housing Benefit and Council Tax Support as well as the likelihood of the introduction of Universal Credit creating further job losses.

A number of options have been explored, ranging from continuing the current direction of travel, through to more fundamental reshaping of EK Services. These can be broadly categorised as:

“Maintain” – refine and implement the new operating model for EK Services, exploit the existing digital ambitions as far as possible and seek further funding from councils or, alternatively, reduce costs through staff reduction

Strengths	Weaknesses
Currently very competitive costs	Risk to service, collection levels, error bonus
Mature service offering that is relatively stable	Realistic limitation on savings
	Costs of exit, impact on local employment
	Universal Credit looming so greater redundancies ahead
	Large increase in charges to Councils if they desire to maintain the current levels of staffing and service quality. This would probably be to the detriment of other council services

“Exploit” – as per the maintain option plus manage the need to contain inflation growth and deliver savings via income from new business

Strengths	Weaknesses
Currently very competitive costs	Not structured so will require investment, starting from zero baseline
Mature service offering that is relatively stable	Need realism over quantity and speed of pipeline/delivery (4 & 5 figure sums more likely, not 6 figure)
Existing corporate layer and governance structures provide a sound foundation for expansion	Competing against other players offering solutions at scale and competitive pricing
Good reputation amongst peers	Will not prevent job losses from areas such as Benefits
	To be effective would need to seek business beyond public bodies and therefore establishment of a Teckal compliant company (increasing set up costs and risk)

“Enhance” – look to bring other (transactional) council services into EKS

Strengths	Weaknesses
Leverages the corporate layer and governance	Streamline and improves value via process improvement through scale and resilience rather than deliver significant savings
Greater resilience and helps with specialist areas where recruitment/retaining is challenging	Job losses remain in areas such as Benefits through UC and Customer Services via Digital
Proven expertise in running shared services and sound governance reduces risk	Helps councils deliver savings but existing EKS staff (300+) still require growth to be maintained

“Expand” – Build out current services to other local authorities

Strengths	Weaknesses
Leverages the corporate layer and governance	Level of savings not likely to be as large as one may expect, other LAs already on a journey of staff reduction so economies limited
Greater resilience and helps with specialist areas where recruitment/retaining is challenging	Universal Credit looming so greater redundancies ahead
Complements any other work within East Kent that may seek to assess opportunities for closer working	Shared Service partnerships greater than four become very challenging; usually only achievable via a contractual style relationship rather than partner approach
Should generate further savings through sharing fixed costs, subject to specific individual service business cases	Extended time frame for delivery of savings

An additional option is to “enhance and expand” – a combination of the previous two – which has broadly the same strengths and weaknesses.

“Strategic Partnership” – use the existing service as a basis for the development of a locally-based processing hub run by a commercial organisation but sharing growth opportunities.

Strengths	Weaknesses
Financial savings from contract go-live date	Contract management capacity either with a residual EK Services of the client councils would need to be strengthened
Guaranteed performance levels and quality	Potential complexity of aligning client-side functions in a 4-way contract unless this function remains with a residual EK Services
Avoidance of redundancy for transferring staff	Long term budget commitment (albeit at a reduced level) required from contracting Councils
Staff job security for the contract duration subject to satisfactory performance	Impact of bringing staff back into the Councils at contract end is not quantifiable at present
Staff terms and conditions (including LGPS) protected	
Ongoing investment in the service	
Creation of a partnership style of operation where added value from service growth is shared;	
Local new job creation	
Provides flexibility for the Councils to consider parallel “maintain” or “enhance” options	

Rather than a traditional outsource of service, it is felt that a strategic Commercial Venture with a private partner has the potential to protect and grow jobs and develop services whilst delivering savings, and considering the pros and cons of the options detailed above, appears to be the most attractive delivery model for this service moving forward.

Any decision to proceed would of course be made subject to the production of a comprehensive business case detailing all options considered, that would be considered by the Councils.

In order to allow the East Kent Services Committee to develop such a business case the changes to existing delegations detailed above are required.

3. **Relevant Council Documents**

Schedule 5 to the Original Report.

4. **Consultation planned or undertaken**

If this report is approved appropriate consultation with all relevant stakeholders will be undertaken in the consideration of the business case.

5. **Options available with reasons for suitability**

- (i) To approve the recommendation contained in the report
- (ii) Not to approve the recommendation contained in the report

6. **Reasons for supporting option recommended, with risk assessment**

Option (i) is recommended, as it allows the East Kent Services Committee to develop the business case for outsourcing of Revenues, Benefits, Debt Recovery and Customer Services Functions. The risk to Councils, for selecting this option, is considered low; it enables the EKSC to develop a detailed business cases for potential work associated with a specific set of functions, currently delegated to them. The detailed business case will be developed in consultation with council lead officers (S151s and CEOs) and subject to appropriate council legal and finance approval. The business case will be considered by each of the councils and will contain risk assessments and all relevant information to ensure informed decision making.

7. **Implications**

(a) Financial Implications

Agreeing the recommendation would allow for the potential of significant savings to be delivered in the future.

(b) Legal Implications

The proposals in this report are considered to be lawful.

8. **Conclusions**

These amendments to the delegations to the East Kent Services Committee will enable the Committee to develop the business case for outsourcing of Revenues, Benefits, Debt Recovery and Customer Services Functions.

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