

<b>Item No.</b>	<b>Classification:</b> Open	<b>Date:</b> 20 April 2012	<b>Decision-maker:</b> Cabinet Member for Finance, Resources and Community Safety
<b>Report title:</b>		Relocation of Bermondsey One Stop Shop Services closure and service re-provision	
<b>Ward(s) or groups affected:</b>		Riverside, South Bermondsey, Grange, Rotherhithe, Livesey, Surrey Docks	
<b>From:</b>		Strategic Director of Housing Services	

## RECOMMENDATIONS

That the Cabinet Member for Finance, Resources and Community Safety agrees:

1. That after the planned closure of the Bermondsey One Stop Shop at 17 Spa Road, SE16, in late 2012, a new customer service point will be provided at 11 Market Place, SE16, subject to planning;
2. That the service model described in paragraph 42 be implemented in the new facility;
3. To note that officers will initiate a project to complete the necessary permission and procurement processes and fit out the property to provide an efficient and accessible customer facility and a good quality customer experience.

## BACKGROUND INFORMATION

4. The council currently operates three one stop shops based in Bermondsey, Peckham and Walworth (BOSS, POSS and WOSS respectively) offering a range of customer service functions.
5. 17 Spa Road is currently the site for the Bermondsey One Stop Shop.
6. The pavilion building on the site was installed in 2004 and designed for a life span of up to 10 years but with the capacity to be deconstructed and reassembled elsewhere. It has served effectively as a customer access point, however it is acknowledged that the building is now significantly larger than required for the service functions it performs, resulting in unnecessarily high running costs and carbon emissions. Spa Road is also poorly served by public transport.
7. On the 29 September 2009, the then Executive approved the disposal of the adjacent Site C5 to Notting Hill Home Ownership Ltd. for redevelopment as part of the Bermondsey Spa Regeneration Scheme. The then Executive also approved the sale of 17 Spa Road to the same purchaser subject to a further Executive decision that this property is surplus to requirements. That decision was made by Cabinet at its Meeting on 23rd November 2010 in the Revised Office Accommodation Strategy.
8. In the Revised Office Accommodation Strategy (November 2010), Cabinet concluded that the disposal of 17 Spa Road would: enhance the regeneration scheme by including the site in the overall scheme; provide a capital receipt from the disposal of the site; reduce excess property capacity to reduce running costs

and carbon emissions. In order to allow for the site to be vacated, Cabinet instructed officers to provide alternative means of delivering customer services to the current users of BOSS and confirmed that the site was surplus to requirements.

9. The Office Accommodation Strategy (OAS) report noted that in vacating 17 Spa Road, the council had an opportunity to review the location of customer service provision in the area with respect to other customer service access points and the customer service contract. Provision close to the current site was identified as possible, but not preferred as public transport access to the current site is poor and a more accessible offer may be provided elsewhere.
10. The report noted that new development at Canada Water may have provided one option, including the possibility of provision at the new library, and agreed that detailed proposals would be brought forward.
11. Subsequent to the agreement of the OAS, considerable development work has taken place across customer services function including the in-housing of the revenues and benefits service and a major reorganisation within housing management with a significant impact on the deployment of housing customer service access points. Further, extension of access to alternative channels, such as for the on-line processing of parking permits, and the re-engineering of the way individual services are delivered has reduced considerably the volume of footfall into the existing BOSS.
12. In addition, the council has entered a period of negotiation with its customer service delivery partner, including on the business case for relocation of the existing BOSS services.
13. In order to take into account all of these developments and to avoid over or under provision in a new facility, proposals for the future delivery of customer services to existing BOSS users have been held until this time.
14. This report describes in detail changes to the face to face customer service requirement in Bermondsey and Rotherhithe, sets out the options considered for service access and recommends that a new facility be opened in an existing council site at Market Place, SE16.

#### **KEY ISSUES FOR CONSIDERATION**

15. The cost of providing services through the borough's three one stop shops is approximately £2.87m

Total transaction costs	£2.4m
Running costs	£0.47m
Total costs	£2.87m

16. Face to face service delivery is the most expensive customer service delivery channel for the council. The current cost of each face to face visit at the OSSs is £11.75 compared to an average of £2.43 for each telephone calls. Web delivered services cost approximately £0.50 per transaction (although no definitive data on this currently exists).

17. By encouraging the use of alternative channels and reducing the need for residents to come into OSSs by improving services and customer service, the council can therefore reduce the overall cost of customer service transactions.
18. Therefore in providing options for access to council customer services to serve those customers who have in the past used BOSS, the council has explored alternative channels of access, especially on-line, as well as the option of replacing BOSS with a dedicated new customer service point. A number of corporate and service specific initiatives are underway, and these are described below.

**Impact of corporate channel shift Initiatives**

19. The table below provides a breakdown of the number of visitors to each of the council's one stop shops:

Breakdown of all One Stop Shop Footfall (Estimate Nov 2010 - Oct 2011)				
	BOSS	POSS	WOSS	Total
<b>Vangent Enquiries (based on CRM entries)</b>	43,699	56,780	43,268	143,746

20. Overall footfall at BOSS has progressively fallen from a peak of 81,000 visitors per annum in 2006 to 54,000 in 2010 (see Appendix 1).
21. The table below provides an approximate breakdown of the annual numbers of CRM enquiries by service:

Service	No of Enquiries	Percent
Revenues and Benefits	104,935	73%
Housing Management	35,936	25%
Other	3,065	2%
<b>Total</b>	<b>143,746</b>	<b>100%</b>

22. The majority of customers using BOSS are accessing Revenues and Benefits services. Many of these customers are providing evidence in support of a benefit claim which needs to be verified and copied. Revenues and Benefits are reviewing their processes with a view to simplifying the service.
23. The Council is working on a number of initiatives to improve customer service and deliver more services on-line.
24. The Revenues and Benefits Service has been at the forefront of these service improvements and are now providing a number of service applications on-line. Many more common service applications have been introduced over the last few months. These services are proving popular with customers as demonstrated in the table below with significant take up already recorded. It is interesting to note that this level of service migration has been achieved with little or no publicity; this is simply customers finding the forms for themselves on the council's website.

Description	Total e-forms to date	March 2012	
		E-forms	*EF %
Council Tax Moving Home	4570	735	21%
Council Tax direct debit mandate	1247	1063	49%
Council Tax single person discount	688	133	38%
Benefits- change in circumstances	290	60	5%
Council Tax – other discounts/ exemptions	803	103	8%

\* EF% is the percentage of the total documents received in month for that transaction via an electronic form

25. The Revenues and Benefits customer services improvement initiative has a target to reduce visitor numbers to the one stop shops for its services by 10% in 2012. In addition, the service anticipates a 10% reduction in the numbers of documents customers are asked to provide which will also have an impact on service demand. There will be some overlap between these two initiatives, so total reductions in footfall have been estimated at 15%. This translates into a reduction in OSS footfall of approximately 15,700 visits per year across all one stop shops. This estimate may prove to be a modest one however, initial results have been positive and the implementation of an on-line benefits form will further enhance on-line service delivery.
26. A further example of channel shift concerns the parking permit application process. Previously if a resident wished to obtain a parking permit they were required to visit one of the council's housing offices and complete an application form. If they needed to pay for the permit they would then need to visit a council cash office or one stop shop before returning to the housing office to collect their permit a few days later. This accounted for around 20% of all footfall in housing offices and around 10 FTE posts to handle the demand. In redesigning the service the council has moved the permit application process on line and will accept payments over the phone. In addition, permits are now reviewed automatically using the DVLA tax database and sent out before an existing permit expires, thereby reducing demand levels for renewals of permits.
27. Further examples of activity that is anticipated to increase significantly the availability and take up of wide with significant further increase in availability and take up of on-line services in 2012.
  - The *Do It Online* campaign which was launched in March 2012 will encourage customers to access council services via the web
  - New on-line forms for high volume services are being added to the website every week.
  - MySouthwark was launched in March 2012. This new facility will provide the personalised provision of services and information through the website. This will make the experience of using the website a more personalised one. It will provide the opportunity for departments to deliver their on-line

services through this personalised portal. For example, council tax account information and leaseholder/rent charge information may be delivered via MySouthwark.

- Universal Credit will include the replacement of housing benefits. The new credit starts for new claimants in 2013 and all claimants by 2017. It will be administered by DWP and is likely to result in a significant reduction in the number of visitors to the council's OSS facilities.

28. The recent creation of the Service Migration Board will give impetus and coordination to this work council wide. There are initiatives planned for the coming year which could have an impact on the number of services being delivered on-line including further revenues and benefits forms.

### **Changes to housing customer services provision**

29. The housing service, the second largest user of one stop shop services accounting for some 25% of all contacts, will be undertaking a number of service migration tasks in 2012. The principle areas for development will be the estate and tenant portals which will provide a quick and simple way for tenants to raise housing enquiries and access service information on-line. An on-line repairs reporting facility via "Repairs Finder", is due to go live in the second quarter of 2012. The leaseholder charges billing system is due to go live in April 2012 and it is anticipated that customers will also be given the facility to view their accounts on-line.

30. The agreed approach to delivering face to face services is through extended mobile working and use of the new mobile housing office. Where customers do need to come into an office, a quadrant model was agreed through the housing management reorganisation and in the north-east quadrant, housing front desk services are being provided from the housing office in Abbeyfield Road.

### **Reducing service demand at BOSS in particular**

31. The sale of the Spa Road site has been known for some time and services have been gearing up for its closure. It is desirable to reduce the demand for BOSS services over the next few months so that the impact on customers of the final closure is minimised. A number of specific initiatives have sought to reduce non-essential footfall at BOSS, without removing service options for local residents:

- Housing services removed reference to the location on bills and correspondence some months ago
- Similarly, revenues and benefits removed notice of the location on their bills and correspondence in mid 2011. This has assisted in reducing the numbers of callers to BOSS in the last year
- Analysis of transactions has shown that many of the customers who attend BOSS on the advice of the council's customer service sub-contractor are visiting unnecessarily resulting in wasted journeys for customers and high costs for the council. The sub-contractor is being challenged to reduce the number of referrals being made from their call centre staff to BOSS and to monitor the referrals they do make for accuracy

- The 'handitill' facility was removed from BOSS at the end of March 2012
- E-Bens booked appointments are being made in alternative OSSs and in Canada Water library providing more accessible options for residents.

32. Between late January and mid April 2012, a member of the customer experience team has been located at BOSS to talk to customers about the closure of the service. They have discussed with customers ways in which they may best access services and make payments in the future. This has provided useful data on how BOSS customers may wish to access services in the future. Some 939 interviews were conducted with visitors to BOSS between 30th January and 22nd February this year.

- Customers using the "Handitill" payments receiving facility were asked how they would prefer to make payments in the future, following the removal of the facility at BOSS. Customers expressed the preferences noted in the table below.

Post office / paypoint	75
Telephone	61
Online	54
Standing order / direct debit	52
Cash office - Walworth	44
Cash office - Peckham	26
Post	10
Not Sure / Refused	0
<b>Total</b>	<b>322</b>

- Customers were asked the reason why they were visiting BOSS. The responses can be found in the table below. It confirms that the principle services requested at all One Stop Shops as for revs & bens, and housing

Benefits	303
Housing	240
Council Tax	157
Other (please specify)	126
Parking	59
Payments	54
<b>Total responses</b>	<b>939</b>

- Customers were also asked how they would choose to access council service in the future – following the closure of BOSS. (Please note that the alternative facility had not been agreed at this point and customers were assuming that no replacement would be in place.)

WOSS	190
POSS	176
Rotherhithe housing office (housing only)	110

Phone	102
On-line	40
Letter / e-mail	17
<b>Total</b>	<b>635</b>

33. A full report on this exercise is appended to this report as Appendix 2.
34. As part of this process, consideration will be given to reducing the opening hours of BOSS and/or introducing an appointments only service for parts of the week.
35. These initiatives to reduce footfall in BOSS have been successful and have continued the reduction in visitors.
36. Analysis has also shown that footfall at BOSS is relatively consistent, reducing the risk of under and over capacity flowing from peaks and troughs of attendance during the day (see table at appendix 3).

### **Service improvement programmes**

37. The success of the service migration programme depends on the service improvement work being carried out in departments. Departments need to undertake a thorough review of the services they provide to identify opportunities for simplifying processes, reducing the number of steps associated with functions and removing where possible, the need for human intervention in service delivery. This is an ongoing and iterative process. Some services have made significant progress in this area, but it is important that services with the highest volumes of customer contacts make this review a priority. The council intends to bring these various service improvement programmes under a single transformation programme with a common governance framework that would ensure that the various programmes are delivering common benefits to agreed timescales.
38. A further major challenge to departments is to reduce the numbers of avoidable contacts and deliver service "right first time". This is a reasonable expectation of our customers and we must seek to deliver on these expectations. Avoidable contacts are wasteful in terms of resources used; officer time, money spent, customer time wasted and must be eliminated where possible.

### **Model for service delivery at BOSS replacement**

39. Taken together, footfall at BOSS has reduced by 6% in the last year alone. Importantly, there has been 22% reduction in visitors in January 2012, compared to the previous January. The trend would indicate that this reduction in visitor numbers is likely to continue.
40. Reflecting this, staffing levels at BOSS have been reduced to just five staff in February 2012, with no recorded increase in waiting times.
41. The size of the new facility will need to reflect this overall reduction in visitor demand and in spatial terms, the new service facility should therefore be significantly smaller than the existing facility at Spa Road.

42. In addition, the service delivery model will change to reflect the new levels of demand and provide for a more professional and planned service, rather than the existing “turn up” model, improving the experience for customers and enhancing efficiency. In particular, design for the new facility will assume that:
- For the delivery of services which require consultation with an advisor, the verification of documents, private facilities or a negotiation type service, customers will be encouraged to book an appointment. This helps with the management of the footfall at the service and enables both the advisor and the customer to prepare themselves for the visit, improving the quality of the visit and reducing the need for repeat visits
  - Where the facility exists to do so, customers will be invited to use the self-service point in the facility.
  - The facility will have a floorwalker at the entrance to greet customers and fulfil a triage function, directing them to the appropriate part of the site, booking appointments or directing the elsewhere as appropriate
  - Interviews will be conducted at booths affording various degrees of privacy. This requires less space compared to the installation of traditional meeting rooms and reduces the safety and security risks to staff and customers associated with private rooms while maintaining privacy.

#### **Options for delivery**

43. The council’s accommodation strategy of November 2010, suggested that one option for delivering customer services to current users of BOSS would be to provide self-service facilities within the new library at Canada Water.
44. While self-services facilities are available at Canada Water along with revenues and benefits booked appointments, analysis of current BOSS use and feedback from existing users has shown that even with an anticipated shift to alternative channel use, a dedicated replacement facility is required. Canada Water library has proved extremely popular and there is not space within this facility to incorporate a specialist customer access facility of the size required at this time without adverse impact on library operations.
45. Therefore officers have pursued alternative locations for a new customer facility.

#### **Accommodation requirements**

46. It should be noted that the current BOSS at Spa Road is a very large facility and the service has developed to fill the space. To make the most efficient and sustainable use of space, any replacement should be smaller than BOSS.
47. As demonstrated above, footfall continues to fall at the current BOSS site and staffing levels have already been reduced. However, there is a risk that a new facility will attract new customers, especially in the early weeks of opening. Therefore, a reduction in size reflecting existing usage patterns should be balanced against an expected change of use at a new site.
48. Two high level options were identified, either:

- Option 1: incorporating BOSS into an existing council facility other than the library within the Bermondsey – Rotherhithe area;
  - Option 2: seeking a stand-alone site of 1,000-2,000 sq ft
49. On review of available facilities in the area, only the council's offices at 160 Tooley Street were considered viable to provide a customer access point as described in option 1.
50. Both options would be required to provide:
- Good provision for customers with special access requirements
  - Good or excellent transport links and for preference
  - Good sustainability performance
  - For preference, be adjacent to a major town or district-centre
  - Capacity for 4-7 customer service points
  - Self-access terminals
  - Welfare facilities for staff and customers
51. The two alternative high level options, 160 Tooley Street or an alternative, stand-alone site, are assessed in the analysis below:

**Options analysis**

<p><b><i>OPTION 1: Facility at 160 Tooley Street</i></b>  <b><i>OPTION 2: Stand alone facility at district or town centre</i></b></p> <p><b>Strengths</b></p> <p>Option 1</p> <ul style="list-style-type: none"> <li>• Allows the council to design a new, refreshed and modern service</li> <li>• New service may be catalyst for channel shift</li> <li>• Location is in council's long term possession and is well known as a council site</li> </ul> <p>Option 2</p> <ul style="list-style-type: none"> <li>• Allows the council to design a new, refreshed and modern service</li> <li>• New service may be catalyst for channel shift</li> <li>• Could be located close to existing facility in Spa Road, minimising disruption</li> <li>• A face to face council service has been located in Bermondsey for many years. This option would keep the facility in the area.</li> <li>• New facility could be located in a currently vacant shop front within the council's commercial estate</li> <li>• Allows the facility to be smaller in size than the current facility, reflecting the gradual shift away from face to face services to cheaper methods of access</li> <li>• Obtaining permission for change of use should be straightforward</li> </ul> <p><b>Weaknesses</b></p> <p>Option 1</p> <ul style="list-style-type: none"> <li>• High capital cost of building a new facility at Tooley Street</li> </ul>
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- As occupying space in headquarters building, this could result in increased expectations of customers
- Could delay smooth access to the building for visitors and staff which is not designed for high footfall
- Requires a reassessment of fire strategy and access strategy
- Limited disabled parking is acknowledged
- Not located in immediate vicinity of existing facility in Spa Road
- Location is in extreme corner of the Bermondsey-Rotherhithe area
- Would require removal of the flexible office facilities on the ground floor currently used by a number of teams and forming an important component of the council's resilience and flexible working strategies
- Relatively high cost and impact of implementation as structural alterations required in the atrium

#### Option 2

- High capital cost of fitting out a new stand alone accessible facility
- May not assist with channel shift ambitions. Customers see facility as straight replacement for BOSS.
- Dependent on property option pursued, could result in high capital cost

### **Opportunities**

#### Option1

- Co-located with many of the back office services BOSS serves. Service specialists on hand to deal with customer enquiries

#### Option 2

- Assists with regeneration of local area by increasing footfall in district/town centres
- Potentially provides an employment opportunity for local people

### **Threats**

#### Option 1

- Removal of resilience point could impact on service continuity as this is in the same area as the possible customer access point.
- Could generate a new cohort of customers from the London Bridge area, in addition to existing BOSS customers. New service may not be able to accommodate increased customer demand.
- Services use new facility to encourage customers to attend Tooley Street, contrary to attempts to get customers using cheaper alternative service delivery routes.
- Disruption to council business and meetings may be caused by customer functions
- Changes to building fabric require landlord consent

#### Option 2

- Foot fall could increase from current if location proves popular
- Additional FM costs will be required to operate facility

## **Recommended Option**

52. On consideration of the options analysis, officers recommend that a stand alone facility away from 160 Tooley Street is more likely to meet the expectations of customers and overall, reduces risks to the council.
53. In particular, it will meet current customer expectations of a local service centre and will reduce the risk of creating a new cohort of customers at a Tooley Street centre.
54. Officers have therefore carried out a property search, a summary of which is included in the closed report.
55. A facility matching the requirements has been identified at 11 Market Place, SE16. This is a small shop currently within the council's commercial estate, within a well known pedestrian area, identified as a major centre.
56. A feasibility study and test fit has been carried out at the location and it is anticipated that the new facility will provide:
  - A ground floor location with 5-6 counter points providing varying degrees of privacy. The privacy at two of the points will be designed to accommodate benefits type interviews.
  - Two self service access points.
  - A customer waiting area for up to six people.
  - Staff facilities located on the first floor. This could potentially provide space for another small service.
57. Initial surveys and space planning shows that this is achievable.
58. Initial planning investigation shows that the council will need to seek a re-designation from the existing A1 designation to A2 or a specific Sui Generis designation to authorise the new proposed use.
59. If this recommendation is approved, design, procurement and technology work will be advanced along with the obtaining of necessary permissions and the expectation is that the new facility would be available from the end of 2012 in line with the planned closure of the current BOSS site. An outline programme has been developed by property advisors and concluded that this timetable is deliverable.

## **Policy implications**

60. The office accommodation strategy 2010 adopted as a principle that within the context of an overall reduced estate, the council would provide for a limited number of accessible shared customer access points.
61. A revised customer access strategy is in draft. It is expected to recommend a review of the council's face to face services in the light of changes in demand. Changes in legislation, particularly the introduction of Universal Credit, and the initiatives in place to deliver service electronically, may mean that the current level

of service provision will not be required in the future. The strategy will also suggest that a greater level of customer self service will also reduce the need for face to face service provision.

### **Community impact statement**

62. The council is mindful of its public sector equality duty and has attempted to mitigate the impact upon those individuals and groups whose protected characteristics, as defined by the Equalities Act 2010 fall within one or more categories described as 'protected groups':

- age
- disability
- gender reassignment
- marriage and civil partnerships
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

63. The re-provision of the services currently provided at the Bermondsey one stop shop on Spa Road at a new site will ensure that vulnerable residents in the north of the borough are still able to access face to face services at an accessible location.

64. In moving towards delivering more council services electronically, the council recognises that not all service users are able to access services online. The council would therefore always want to retain the option of telephone and face to face contact where this is required by customers. Providing a replacement face to face customer services point in Market Place will ensure that those customers that require it are still able to access services in this way. The building has flat paving pedestrian level access from the street and there will be sufficient space at each service point to enable all members of the community to move around comfortably. The building will have a fully accessible toilet which available for visitor public use.

65. Market Place, SE16, is at the heart of the Bermondsey area. It is well known and frequented by local people. The location is in a pedestrian area making it a safe and convenient location for customers, especially for the disabled and mothers with pushchairs, to access.

66. The site is within the district shopping area with a large offering of retail and services, including other council services such as the nearby library. This local shopping area is in many ways a more convenient location for customers to access council services than the current site.

67. Access by public transport is improved compared with the current location at 17 Spa Road, which is an approximate ten minute walk from Market Place.

68. Customer service functions, incorporating the customer service centre and one stop shops, were reviewed in 2010 and an equality impact assessment carried out at that time. The issues that the assessment identified have been addressed to ensure that all equality groups are able to access council services either on

line, face to face or on the telephone. The impact of any changes in the service delivery model that is proposed in the expected revised customer experience strategy will also be assessed during its development and as subsequent decisions are brought forward.

### **Resource implications**

69. Moving to a smaller more appropriate site will reduce operating costs from BOSS. Operating costs for the facility at the current BOSS are £214,000 per annum, funded through the customer service contract. The anticipated expenditure at the new Market Place site is anticipated to be considerably lower. Property and service design will impact on running costs but these are expected to be less than £40,000 per annum and will need to be funded from associated contract savings.
70. A further business case for the closure is anticipated to be concluded with the council's customer service partner in accordance with the contract arrangements.
71. The market place property requires significant investment to provide a suitable customer service environment and to ensure compliance with modern standards of accessibility including significant intervention to provide a new stair case and disabled toilet facility. In addition, investment is required to address water ingress from the residential property above. In addition to allowing for the provision of services, these essential investments will increase the value of the council's asset and improve the return from any future letting or disposal from the commercial estate.
72. A maximum capital cost has been identified and is described in the closed report as subject to an imminent procurement process.
73. An initial capital allocation was made for implementing the revised office accommodation programme. This did not incorporate a specific allowance for capital costs associated with re-providing a customer service facility to replace BOSS. However, an allowance for decommissioning costs was made to cover the costs of releasing property for disposal and this creates capacity within the allocated allowance to fund the required investment at Market Place.
74. To reflect this additional requirement and ensure that funds are available for the future release of assets for capital disposal, additional funding from the capital programme will be required and will be reported in the capital refresh process.
75. The disposal of 17 Spa Road has achieved a significant capital receipt as agreed in the previous cabinet and executive reports described in paragraphs 7 and 8. The receipt obtained exceeds the prudent modelling in the current capital programme (as described in the closed report).

### **Cost of Providing OSS Service**

76. The cost of providing the one stop shops is approximately £2.87m.

Total transaction costs	£2.4m
Running costs	£0.47m

Total costs	£2.87m
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77. Face to face service delivery is the most expensive customer service delivery channel for the Council. The current cost of each face-to-face visit at the OSSs is £11.75 compared to an average of £2.43 for each telephone call. Web delivered services cost approximately £0.50 per transaction (although no definitive data on this currently exists).
78. By encouraging the use of alternative channels and reducing the need for residents to come into OSSs, the council can therefore reduce the overall cost of customer service transactions.

### **Legal implications**

79. Legal implications are described in the closed report.

### **Consultation**

80. Customers of the current Bermondsey One Stop Shop have been informed throughout February 2012 about the council's plans to close the site. They have been made aware of the alternative sites at which they can currently access face to face services (Walworth and Peckham One Stop Shops) and the services which can now be accessed online or over the telephone, which may be more convenient for them. The summary appended to this report details the level of consultation and reveals the feedback from a large number of BOSS customers.

## **SUPPLEMENTARY ADVICE FROM OTHER OFFICERS**

### **Strategic Director of Communities, Law & Governance**

81. Not applicable

### **Finance Director (NR/F&R/17/4/12)**

82. This report recommends that the Cabinet Member for Finance, Resources and Community Safety agrees that after the planned closure of the Bermondsey One Stop Shop at 17 Spa Road, SE16, a new customer service point will be provided at 11 Market Place, SE16; that the service model described in the open report be implemented and that officers initiate a project to complete the necessary permission and procurement processes to conclude.
83. The Finance Director notes the resource implications contained within the report, and confirms there is sufficient head room in the revised office accommodation capital programme to implement the proposal. The presentation of the capital outturn/refresh report to cabinet in the first quarter of this financial year will allow the costing assumptions to be further reviewed.
84. The Finance Director also notes the reduced running costs that will be incurred in operating the proposed facility. Officer time to effect the recommendations will be contained within existing budgeted revenue resources.

## BACKGROUND DOCUMENTS

Background Papers	Held At	Contact
Revised Office Accommodation Strategy, November 2010	160 Tooley Street, London SE1 2TZ	Robin Rogers, Head of Corporate Programmes Unit Tel: 020 7525 5179

## APPENDICES

No.	Title
1	BOSS: Year on year footfall reduction
2	Summary of BOSS consultation responses
3	BOSS footfall through the day

## AUDIT TRAIL

<b>Lead Officer</b>	Gerri Scott, Strategic Director, Housing Services		
<b>Report Author</b>	Richard Selley, Head of Customer Experience		
<b>Version</b>	Final		
<b>Dated</b>	20 April 2012		
<b>Key Decision?</b>	Yes		
<b>CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER</b>			
<b>Officer Title</b>	<b>Comments Sought</b>	<b>Comments included</b>	
Strategic Director of Communities, Law & Governance	Yes	No	
Finance Director	Yes	Yes	
List other officers here			
<b>Cabinet Member</b>	Yes	Yes	
<b>Date final report sent to Constitutional Team</b>	20 April 2012		