

Programme Streams 3,4 & 5 Remodelling of Customer Service Programme – Face to Face Service Improvement

Recommendations

Approve procurement of 2 Customer Access Points at a maximum Capital cost of £23,000 from grant funded sources or existing capital PoP programme for a 6 month operational trial to assess their use by the community.

1. Agree to the principle of creating 4 Community Hubs across Central Bedfordshire in Biggleswade, Dunstable, Flitwick and Leighton Buzzard and instructs officers to proceed with the development of a business case for each of the Community Hubs.
2. That a Customer Access Point trial in Sandy Library and Houghton Regis commence
3. That discussions continue with DWP and other partners to develop multi agency access via the Customer Access Points

Amend the operating hours of the Customer Service Centres to 8.30am – 4.30pm Monday – Thursday (4pm Friday) and Dunstable and Shefford Council offices to 8.30am – 5pm Monday – Thursday (4pm Friday)

1.0 Introduction

1.1 Central Bedfordshire Council's vision is:

“to improve the quality of life of all in Central Bedfordshire, and enhance the unique character of our communities and our environment”.

Part of that quality of life is met by the ability of service users to contact the Council in the most convenient way for them. Where this is the face to face channel, customers are currently able to use one of the six Customer Service Centres, including the Council offices at Priory House and Dunstable.

In the context of improving service, whilst reducing costs, a review of current service provision has been undertaken.

- 1.2 This review has been influenced by the findings of the “Total Place” pilot undertaken in late 2009, with Luton Borough Council, and key stakeholders in the 2 sub themes of “Access to Benefits” and “Integrated Offender Management”, including the Department for Work and Pensions, particularly Job Centre Plus. This pilot has highlighted opportunities for improved customer experience and financial efficiencies which can be achieved through more effective joint working

models.

2.0 Scope

- 2.1
 1. Procurement and implementation of Customer Access Points on a trial basis in 2 locations across Central Bedfordshire
 2. Creation of 4 Community Hubs to provide face to face Council and partner services across Central Bedfordshire
 3. Review of the operating hours of the face to face channel

3.0 Reasons

- 3.1 Central Bedfordshire is striving to improve service delivery whilst reducing costs, thus creating better value for money. This project is proposing to offer customers the same “face to face” facilities across a wider network of locations and replacing certain of the existing six Customer Service Centres, which include the Council offices in Dunstable and Priory House, Shefford, with a more cost effective remote alternative initially via Central Bedfordshire libraries. This will enable the authority to gain efficiency savings by managing face to face enquiries from multiple locations from a reduced number of sites.
- 3.2 Where existing face to face service is proposed to be retained, the Total Place findings, show a duplication of customer base and therefore further efficiencies that can be gained in the longer term through joint working with DWP and other partners to provide a Community Hub approach – a true one stop shop for public sector and related services.
- 3.3 This vision, coupled with the benefit of 12 months data on the customer demand at the existing Customer Service Centres, offers Members options as to how demand for face to face services could be more effectively managed.

4.0 Summary of options

4.1 Customer Access Points

1. To procure and implement 2 Customer Access Points on a trial basis
2. To procure and implement 7 Customer Access Points
3. Not to proceed with this project

4.2 Community Hubs

1. Do nothing – retain existing face to face channel structure
2. Progress towards creation of 4 Community Hubs across Central Bedfordshire

4.3 Review of the face to face channel operating hours

1. Do nothing – retain the existing operating hours
2. Amend the operating hours across all face to face service points to 8.30am– 4.30pm Monday – Thursday (4pm Friday)
3. Amend the operating hours for non Council office based face to face service to 8.30am – 4.30pm Monday – Thursday (4pm Friday) and Council offices to 8.30am – 5pm Monday – Thursday (4pm Friday)

Programme Stream 3 Customer Access Points

5.0 Background

The proposal is based around procurement and implementation of technology where a customer can talk over a video link to a customer services advisor. There is no need for customers to be able to use a computer, as the application is designed to be self explanatory. A customer touches a button on the screen in front of them to gain access to the adviser who then runs the rest of the transaction. Customers will be able to share documents, complete forms, sign documents, make payments and even have their picture taken for identification badge production. Deployments of this technology include Council deployments in Shropshire, Lancashire and Durham.

5.1 Options

- 5.1.1 1. To procure and implement 2 Customer Access points on a trial basis
2. To procure and implement 7 Customer Access Points
3. Not to proceed with this project

Detailed evaluation of each option

5.2 Option 1- To procure and implement 2 Customer Access Points on a trial basis

- 5.2.1 Providing increased accessibility for customers to resolve enquiries on a face to face basis, without increasing the number of Customer Service Advisors required, supports the more vulnerable parts of our community. This customer base have a preference for face to face interactions and do not necessarily have the means to travel to one of the existing Customer Service Centres.
- 5.2.2 Customers wishing to apply for services requiring provision of supporting documentation, currently have to visit a Customer Service Centre or send this information via the post. This causes potential delays, particularly if a customer needs to use the same original documents to apply for different services, together with the cost to the Authority of returning the documents in a safe and timely manner.
- 5.2.3 A customer can utilise a Customer Access Point to undertake all their interactions

with the Council, from a location closer to their home and retain all documents, as these are scanned at the point of the interaction. This is also more efficient for the Council, as supporting information is handled once, validated and posted against the relevant application. A scanned image can also be shared between departments electronically, rather than additional copies being required, or originals sent in multiple times.

- 5.2.4 Analysis of the customer demand at the Customer Service Centres, indicates that Houghton Regis, whilst located in the library, is not sufficient to warrant making a Customer Service Advisor available throughout the working day.
- 5.2.5 A trial of 2 Customer Access Points would enable evaluation of this model to be assessed and any additional investment required to extend the provision of this service justified, based on benefits to both the customer and the Council.
- 5.2.6 The potential trial locations are
 - Houghton Regis Customer Service Centre / Library
 - Sandy Library
 - Flitwick Library
- 5.2.7 In Sandy library the Customer Access Point could be accommodated near the entrance. A picture of the proposed location is shown below:



- 5.2.8 In Flitwick library the Customer Access Point could be accommodated also near the entrance but would require more substantial building works to move an existing external wall. A picture of the proposed location is shown below. The wall with the poster in the window would be moved out to the edge of the wooden roof to create an appropriate space:



- 5.2.9 Management of enquiries received through the trial Customer Access Points will be managed by a single advisor. This means that a single resource is virtually deployed to 2 locations. Should demand warrant further advisors, additional receiving points would be considered. The trial will not succeed, if customers are advised that there will be a 30 minute wait to be “seen”.
- 5.2.10 **Future development / partnership opportunities**
The potential Government departments that may be able to take advantage of this service are the DWP and HMRC for benefits processing. Housing Associations also may find a use for the service, enabling them to extend the locations that service can be delivered. The customer would be presented with a series of buttons on the screen in front of them that they can select the service they require. Once a service option is selected the terminal automatically makes the call to the appropriate service partner.

5.3 Option 2 – To procure and implement 7 Customer Access Points in Central Bedfordshire

- 5.3.1 This option uses the opportunities to work with partners from the start of this project. Widening the ability of customers to deal with the Council in a face to face environment, whilst ensuring this additional accessibility is delivered in a cost effective way. Ideally, sharing the cost of initial provision but, not essentially, it would be more cost effective if we could get other public sector partners interested in using the remote face to face service offering.
- 5.3.2 Installation of 7 Access Points, in libraries and other community buildings, including Community Fire Stations would require survey of potential locations and agreement by partners to participate in the project.
- 5.3.3 The use of this technology in a wider public sector context will support the concept of a single point of contact for all services and maximising use of existing assets within any partnership to achieve efficiencies.
- 5.3.4 Initial visits to some of the libraries have been conducted in conjunction with the library services manger and this has revealed that Toddington library could also host such a service.
- 5.3.5 **Other options considered**
Other Options considered but not discussed in this business case because they would not deliver any efficiencies were:
- Utilising available community spaces to provide day surgeries using Customer Service Advisors.
 - Mobile service delivery from a specialist mobile unit staffed by Customer Service Advisors

5.4 Costs

5.4.1 The costs below are indicative, based on investigations undertaken

a. Purchase:

- 2 units: £13k Price per unit (£6.5k)
- 4 units: £22k Price per unit (£5.5k)
- 6 units: £31k Price per unit (£5.2k)
- 8 units: £38k Price per unit (£4.8k)
- 10 units: £44k Price per unit (£4.4k)
- 20 units: £84K Price per unit (£4.2k)

b. Central Server

- Purchase: £5k to £20k dependent on the number of units
- Managed Service: £0.6k per terminal per annum

A trial of 2 units, exclusive of the PC, plus the central server can be delivered for £18k.

Slight modification of the library at Sandy will be required, (screening) and is estimated to cost no more than £5k. Flitwick library would require more extensive changes and therefore it is not proposed to deploy a trial Customer Access Point at this location even though Customer Insight data from Total Place indicates a potential need.

5.5 Savings

- 5.5.1 It is estimated that a minimum of £30,000 cashable savings per annum can be achieved based around the redeployment of face to face customer service advisors to the central contact centre.
- 5.5.2 Funding is being sought from Improvement East to support this procurement, under a combination of their Efficiencies and Leadership of Place clusters. The outcome of this application should be known by the date of the Executive and will be reported verbally at the meeting.
- 5.5.3 If funding is not available from Improvement East it is proposed to use £23k from the existing POPs Capital budget of £50K.

5.6 Benefits

- 5.6.1 The benefits implementation of Customer Access Points will deliver to customers are:
- To improve accessibility of vulnerable groups to quality advice and services (Social Exclusion Agenda)
 - To meet the increasing demands from Central Government and citizen expectations to deliver services at a local level.
 - To realise the efficiencies proposed in the Total Place Pilot report through public sector partners sharing infrastructure and delivering services via the same location.
 - To deliver improvements in staff productivity reducing the burden on the Council Tax payer.

5.7 Barriers to the project (risk)

	Barriers	Impact	Mitigation
5.7.1	ICT capacity to deliver this project	The project will be delayed or not delivered	Correct prioritisation and allocation of resource
5.7.2	Lack of space in libraries	Service will not be deployed in potential locations	Detailed surveys to finalise locations
5.7.3	Lack of take up of the service	Service will not be used – benefits not realised	Correct positioning of technology with suitable privacy. Communication plan in place
5.7.4	Partners do not engage	Wider vision of multi agency access not achieved. Costs cannot be shared	Involvement and sharing of the benefits with partners

5.8 Timescales

Estimated timescale Customer Access Points implementation:

Milestone	2010						
	April	May	June	July	August	Sept	Mach11
Agreement by CMT							
Property survey of locations							
Results of funding application							
Procurement and deployment in 2 locations							
Move to Technology House							
Communications and Launch							
Report on trial							

5.8 Conclusion

- 5.8.1 Officers recommend a trial of this technology. This will provide valuable evaluation as to its benefits that can be used to develop a wider business case

with partners. Should the trial proceed, discussions will continue with DWP and other partners to develop multi agency access via the Customer Access Points.

- 5.8.2 Whilst funding is being sought from Improvement East, confirmation of the support for the trial is needed from existing capital programmes, should this funding not be successful.
- 5.8.3 The technology is a unique application, as it integrates video and network capability into an integrated public sector solution.

Programme Stream 4

6.0 Community Hubs

6.1 Background

- 6.1.1 Building on the findings of the Total Place pilot, it is clear that efficiencies and customer benefits can be achieved through joint service provision with other public sector partners.
- 6.1.2 Central Bedfordshire Council has an existing network of Customer Service Centres, providing face to face services to customers, whose preference is to access Council services in this way.

It is accepted that face to face is the most expensive method for customers to contact the Council, and, through development of the web strategy and service migration, it is expected that increased use of cheaper channels will grow, through transactional forms on the web site and easier navigation, enabling customers to self serve and find the information they require.

- 6.1.3 The opportunity now exists to improve Customer Service and reduce operational costs. By co-locating public sector services in a Community Hub we can reduce the overall public sector property costs and adopt a more customer centric approach to delivering all public sector services from strategic locations.

6.2 Options

- 6.2.1 There are two options available to the Council. Option 1 is to continue with the existing six Customer Service Centres in Ampthill, Biggleswade, Dunstable, Houghton Regis, Leighton Buzzard and Shefford.
- 6.2.2 Option 2 is seek partners to develop a public sector wide approach to face to face service delivery. Through the Total Place Pilot proposals are being developed with the DWP to co-locate Job Centres and our Customer Service Centres in joint operational locations call "Community Hubs"

Detailed evaluation of each option

6.3 Option 1 – No Change

- 6.3.1 This is a simple option to evaluate. All of the existing property and staffing costs would continue and the potential service improvements for the customer would not be delivered as the status quo would remain.

6.4 Option 2 - Longer term Creation of Four Community Hubs and continued Customer Service Centre provision at the remaining Office Based Customer Service Centres

6.4.1 Where the Job Centre Plus has an existing presence in our area at Leighton Buzzard, Biggleswade and Dunstable, the Total Place “Access to Benefits” work stream proposed the creation of joint face to face service provision centres called Community Hubs. This co-location of services will allow property assets to be released at Job Centre Plus locations in Dunstable, Leighton Buzzard and Biggleswade. The exact property savings are not known at the time of writing this report but initial talks with the DWP senior management team indicate that they are keen to explore the potential savings. More information if available will be provided at the time of the Executive meeting. In addition to the Community Hubs at these locations it is proposed that a fourth Community Hub be created at Flitwick replacing the existing Ampthill Customer Service Centre. The Total Place Customer Insight analysis identified Flitwick to be an area most likely to use face to face services. The table below shows the proposed changes.

6.4.2

Customer Service Centre Location	Short Term Proposal (This financial year)	Longer Term Proposal (1 – 5 years)
Ampthill	No change to the existing Customer Service Centre	New Community Hub Service at Flitwick. Proposed to become part of the town centre regeneration plans. Replacement of Customer Service Centre with Customer Access Point
Biggleswade	No change to the existing Customer Service Centre	New Community Hub Service at Biggleswade. Proposed to become part of the town centre regeneration plans
Priory House Shefford	No change to the existing Customer Service Centre	No change to the existing Customer Service Centre
Dunstable	Community Hub Service located at Dunstable Office reception	Continued Community Hub service
Leighton Buzzard	No change to the existing Customer Service Centre	Community Hub Service located at existing Bossard House
Houghton Regis	Customer Access Point replacing customer service centre	Continued Customer Access Point Service

6.5 Costs Option 2

- 6.5.1 Costs for the creation of the Community Hubs are not known at this time. Under the Total Place programme it is proposed that a project team will be appointed to develop the business cases for each Community Hub proposal. These will be presented to the Capital Asset Management Group and Executive for approval at future meetings.

6.6 Savings Option 2

- 6.6.1 The potential to achieve savings is two fold; a shared management overhead by the very opportunity of co-location with other service providers and reduced property costs by the rationalisation of property asserts. A business case will be developed for each location and presented for approval to the Capital Asset Management Group and Executive.
- 6.6.2 Having had initial discussions with our partners the two proposals likely to come forward first are the Dunstable Community Hub which is proposed to be developed in a remodelled reception area in the Dunstable Council Offices and Leighton Buzzard which will use the existing space in the Customer Service Centre in Bossard House.

6.8 Conclusion -

- 6.8.1 Officers recommend that
4. That the Council proceeds with the development of a business case for the Community Hubs
 5. That a Customer Access Point trial in Sandy Library and Houghton Regis commence
 6. That discussions continue with DWP and other partners to develop multi agency access via the Customer Access Points

Programme Stream 5

7.0 Review of face to face operating hours

7.1 Background

- 7.1.1 Each of the legacy Authorities to Central Bedfordshire Council provided face to face service provision for the benefit of those customers who have this as their preferred access channel.
- 7.1.2 Customer Service Centres were created in Ampthill, Biggleswade, Priory House, Dunstable and Leighton Buzzard to provide District services and have been in existence for between 2 and 4 years. As part of the virtually distributed Contact centre model operated, these centres also provided the telephony service for Mid and South Bedfordshire District Councils. These centres mirrored the opening hours of each Authority
- 7.1.3 The Customer Service Centres also provide opportunities for service areas to offer a “surgery” service for residents, closer to their homes. External partners, including the Advocacy service and Age Concern have also used the facilities to reach their customers.
- 7.1.4 Bedfordshire County Council provided its face to face service provision via service specific points, i.e. libraries, day care centres, Register offices etc. This had not been extended to providing multiple services from a single location. Again the operating hours were matched to those of the particular service
- 7.1.5 The creation of Central Bedfordshire Council provided an opportunity to extend the opportunity to access all appropriate Council services via the Customer Service Centre network and support the service migration plan.
- 7.1.6 The opening of the Houghton Regis Customer Service Centre in September 2009, in the library, provided an opportunity for the new Unitary Authority to offer a wider service provision from a single location.
- 7.1.5 Opening hours of the Customer Service Centres were extended to match those of the telephony channel in the Council offices at Priory House and Dunstable, with those at the other Customer Service Centres opening earlier at 8.30. This was undertaken without any additional resource being allocated to the Customer Service Team
- 7.1.6 The creation of a single contact centre and analysis of the customer usage of the Customer Service Centres has provided an opportunity to review how the new face to face service team should operate and how this can match customer demand.
- 7.1.7 Resourcing of the face to face channel will be to cover more of the peaks in demand. This is necessary as enquiries are longer and more complex than in the telephony channel, due to the nature of the interaction between the advisor and the customer. Customers arrive in groups, rather than equally through the day. The potential for

physical or verbal aggression is greater in a face to face environment, and is easily exacerbated by a long wait to be seen.

7.2 Options

- 7.2.1 1. Do nothing – retain the existing operating hours 8.30 – 5pm Monday – Thursday (4pm, Friday) for non Council office based centres and 8.30 – 5.30 Monday – Thursday (4.30pm Friday) for Dunstable and Priory House
- 7.2.2 2. Amend the operating hours across all face to face service points to 8.30am – 4.30pm Monday – Thursday (4pm Friday)
- 7.2.3 3. Amend the operating hours for non Council office based face to face service to 8.30am- 4.30pm Monday – Thursday (4pm Friday) and Council offices to 8.30am – 5pm Monday – Thursday (4pm Friday)

7.3 Statistics

- 7.3.1 A change in the method of recording customer interactions was implemented in September 2009 and the detailed data for the six months from September – March 2010 is given below.

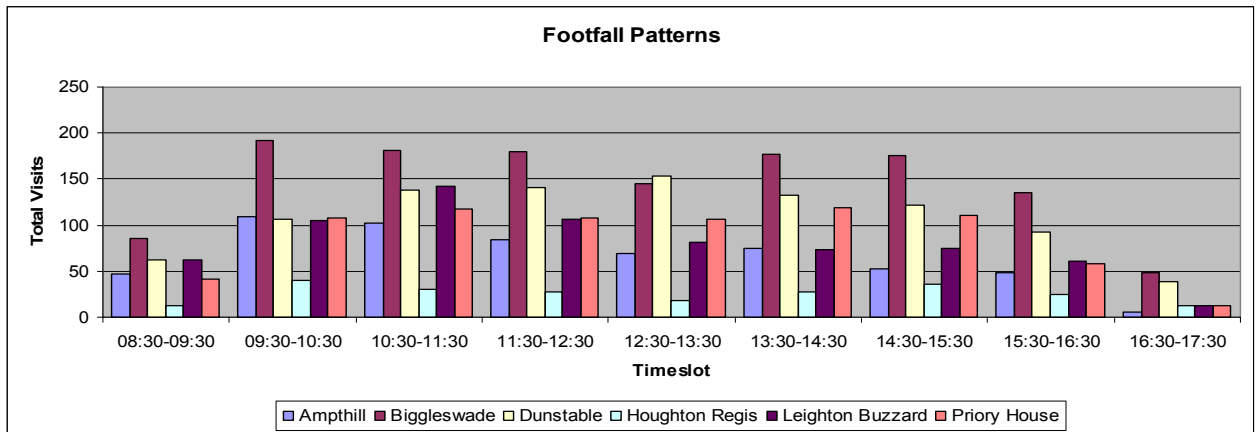
Limited data is available for Q1 2009. Historically this is the highest volume quarter with over 14,500 customers. Q2 reports show volumes as 13,839 customers

7.3.2

	Ampthill	Biggleswade	Dunstable	Houghton Regis	Leighton Buzzard	Priory House
SEP	619	1305	1011	201	994	636
OCT	631	1285	974	186	788	1016
NOV	592	1319	988	228	718	783
DEC	419	846	700	141	522	584
JAN	411	1221	900	238	661	755
FEB	194	721	776	246	606	663
MAR	393	1336	1552	388	784	973
TOTAL	3259	8033	6901	1628	5073	5410
Visits Per day	23.28	57.38	49.29	11.63	36.24	38.64

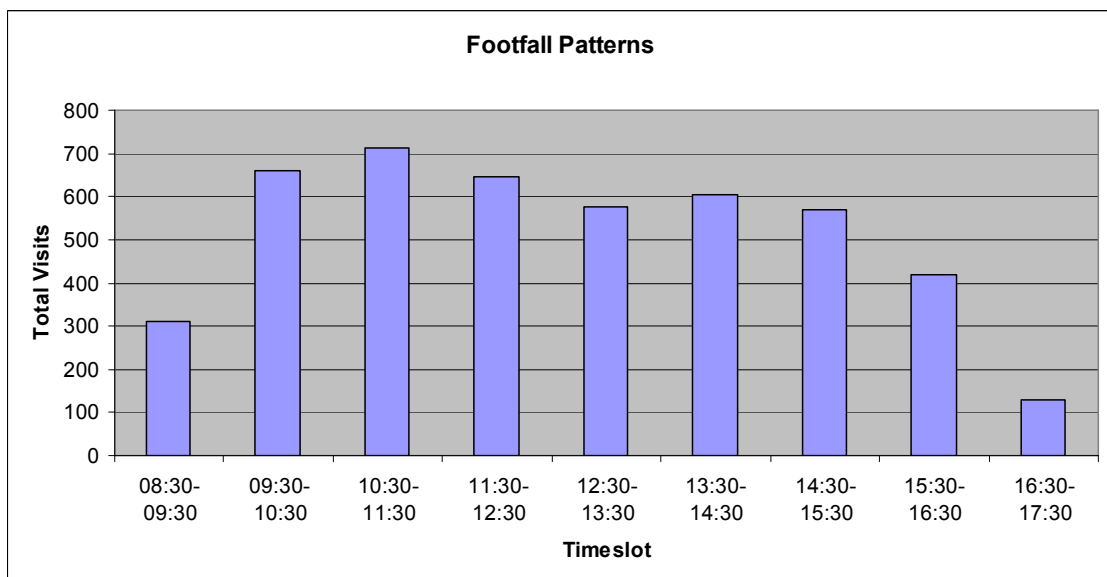
- 7.3.3 Analysis of customer demand by time is shown below for the month of November 2009 and can be considered to be an indicative month.

7.3.4



7.3.5

This information is rolled up to show overall demand by time period for November 2009.



7.3.6

Analysis of type of customer interaction shows that this relates to Council Tax and Benefits. This is not unexpected as these are more complex enquiries, where customers complete application forms and have to provide supporting documents which can be validated in person at the Customer Service Centres.

Detailed evaluation of each option

7.4 Option 1 – Do nothing, retain the existing operating hours

7.4.1 Benefits

7.4.2 As the statistics demonstrate, there is some customer demand across the full opening time range at present.

- 7.4.3 Maintaining the existing operating hours would require no change in customer behaviour or communication of any changes

7.5 Costs

- 7.5.1 No additional costs will be incurred in maintaining this option.
- 7.5.2 However, distribution of resource between the telephone and face to face channel will need to be reviewed to ensure sufficient staff resource to meet minimum Health and Safety requirements of 2 staff in a location (1 in a council building location) at any time.

7.6 Savings

- 7.6.1 There are no savings directly attributable to this option

7.7 Barriers (risk)

	Barriers	Impact	Mitigation
7.7.1	<ul style="list-style-type: none">Additional staff required to meet Health and Safety requirements	Fewer staff transfer to the single contact centre	Additional resource used for telephone channel work when possible

7.8 Conclusion

- 7.8.1 This option is not recommended. Customer demand at the end of the day in particular, does not support a requirement for a face to face service to be provided at all locations.

8.1 Option 2 - Amend the operating hours across all face to face service points to 8.30am – 4.30pm Monday – Thursday (4pm Friday)

- 8.1.1 The pattern of customer demand shows that there is limited footfall after 4.30pm.
- 8.1.2 Removal of the telephony service channel from the Customer Service Centres, reduces the FTE available to cover the current opening hours of the face to face channel and meet Health and Safety requirements
- 8.1.3 It should be noted that the opening time at Houghton Regis will remain at 9am as this is the time the library opens and currently, Customer Services staff are not

able to undertake the library function.

8.2 Benefits

8.2.1 The benefits of this option are:

- To provide consistent operating hours across all locations
- To maximise the number of staff able to transfer to the telephony channel, whilst maintaining an operational face to face team
- Staff are still able to support the telephony and e mail channels when face to face demand is low
- The current opening of Customer Service Centres at 9.30 on Wednesdays for team meetings will no longer be required, as staff will be able to conduct these between 4.30pm and 5.30pm

8.3 Costs

8.3.1 There are no costs associated with this option

8.4 Savings

8.4.1 There are no cashable savings associated with this option.

8.5 Barriers (risk)

	Barriers	Impact	Mitigation
8.5.1	Customer Service opening hours will not mirror the reception opening hours at Dunstable and Priory House	Some customers may require services outside of Customer Service opening hours	Analysis has shown this is extremely rare. Reception staff will be able to take information for processing by Customer Services the following day
8.5.2	The face to face team will not be of sufficient size to manage sustained peaks in demand	Customers will not be seen within the service levels set in the Customer Charter	<ul style="list-style-type: none">• Staffing requirements continually reviewed• Resources allocated to match the trended peaks in demand

8.6 Conclusion

- 8.6.1 This option provides an opportunity to concentrate existing resources to meet more of the peak demand of the face to face channel. It also provides consistency across all locations (except Houghton Regis which is dependent upon the opening hours of the library).

It is not recommended as this option will generate 1 hour per day where there will be no Customer Service support in the main Council offices, which may generate additional work for the reception team.

9.1 Option 3 - Amend the operating hours for non Council office based face to face service to 8.30am- 4.30pm Monday – Thursday (4pm Friday) and Council offices to 8.30am – 5pm Monday – Thursday (4pm Friday)

- 9.1.1 The pattern of customer demand shows that there is limited footfall after 4.30pm.
- 9.1.2 Removal of the telephony service channel from the Customer Service Centres, reduces the FTE available to cover the current opening hours of the face to face channel and meet Health and Safety requirements
- 9.1.3 It should be noted that the opening time at Houghton Regis will remain at 9am as this is the time the library opens and currently, Customer Services staff are not able to undertake the library function.
- 9.1.4 Extending the service at the main Council offices until 5pm will provide customers with an additional 5 hours service a week and reduce the potential additional burden on the reception staff at these locations

9.2 Benefits

- | | |
|-------|---|
| 9.2.1 | <p>The benefits of this option are:</p> <ul style="list-style-type: none">• To provide appropriate operating hours across all locations• To maximise the number of staff able to transfer to the telephony channel, whilst maintaining an operational face to face team• Staff are still able to support the telephony and e mail channels when face to face demand is low• The current opening of Customer Service Centres at 9.30 on Wednesdays for team meetings will no longer be required, as staff will be able to conduct these between 4.30pm and 5.30pm |
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9.3 Costs

9.3.1 There are no costs associated with this option

9.4 Savings

9.4.1 There are no cashable savings associated with this option.

9.5 Barriers (risk)

Barriers	Impact	Mitigation
9.5.1 Customer Service opening hours will not mirror the reception opening hours at Dunstable and Priory House	Some customers may require services outside of Customer Service opening hours	Analysis has shown this is extremely rare. Reception staff will be able to take information for processing by Customer Services the following day
9.5.2 The face to face team will not be of sufficient size to manage sustained peaks in demand	Customers will not be seen within the service levels set in the Customer Charter	<ul style="list-style-type: none">• Staffing requirements continually reviewed• Resources allocated to match the trended peaks in demand

9.6 Conclusion

9.6.1 This option is recommended as it does concentrate existing resources to meet more of the peak demand of the face to face channel. It also provides an additional 5 hours per week of service (based on Option 2) for face to face customers via the Council offices. Telephony and e mail channels remain open until 5.30pm (4.30pm on Friday) providing customers with alternative methods of contact.

This option also reduces the additional burden on the reception staff.

Should this be the preferred option, the Facilities team will be consulted to agree

the process for handling the very low levels of customer demand which may arise. Facilities may also consider whether their opening hours should be adjusted based on visitor demand at the end of the working day.