

Access Lancashire



Survey findings

LANCASHIRE COUNTY COUNCIL

CUSTOMER ACCESS

FACE TO FACE RESEARCH PROJECT 2007/08



CONTENTS		page
1.	Introduction	4
2.	Background	5
3.	Methodology	6
4.	Aims and Objectives - Face to Face research	7
5.	Analysis of findings:	
	<i>a. Overall responses</i>	9
	<i>b. Internet stream</i>	17
	<i>c. Telephony stream</i>	23
6.	Barriers and solutions	28
7.	Resulting Face to Face Strategy	29

Appendices:

a)	List of partners and stakeholders	33
b)	List of pilot venues	35
c)	Maps showing:	
	i. Proposed access points in Burnley	38
	ii. Proposed access points in Chorley	40
	iii. Proposed access points in South Ribble	42

1) Introduction

In May 2006 Lancashire County Council (LCC) adopted the corporate and ambitious Customer Access Strategy, aimed at managing and improving the ways our citizens are able to access information and services. The strategy is managed by the Customer Access Team and comprises of four activity streams:

a) Putting the Customer First

A Corporate approach to ensuring that excellent Customer Service characterises all contact between the public and any County Council employee.

b) Self-service (www.lancashire.gov.uk)

To provide access to LCC services via its web-site, electronic means and the latest technology.

c) Telephony (0845 053 0000)

To provide access to LCC services via a centrally managed Customer Service Centre (CSC).

d) Face to Face

To provide access to Council, District & partner services through a variety of locally accessible service delivery points.

Huge progress has now been made on each of the above streams, as demonstrated in the Customer Access Strategy DVD which can be viewed via the following link:

<http://www.lancashire.gov.uk/corporate/csc%5Fvideos/>

2) Background



A Face to Face Officer assisting a citizen at the Nelson Business Centre launch, November 2007.

As with the other access channels of self service and telephony one of the main influences has been the Varney report (December 2006) which described the need for local authorities to transform their services to provide a better service for citizens and a better deal for taxpayers, by changing the channels through which services are delivered and by supporting citizens to use internet and telephony delivery streams rather than Face to Face, which was identified as usually the most expensive.

However, the report goes on to say that whilst undertaking the above work authorities need to recognise that there are some citizens who cannot, or will not, use the internet or telephone and it recommends these citizens are identified to enable a targeted Face to Face service.

To further inform this process Lancashire commissioned an Equality of Access Research Study and the findings of this research identified the following groups as being most likely to need a Face to Face delivery service:

- Older people (65+)
- Disabled people
- Black & Minority Ethnic (BME) citizens
- Rural communities

A full Equal Access Research Study was produced and this was used as the starting point for the further research undertaken by the Customer Access Team and detailed in this report.

3) Methodology

To build upon the recommendations of Varney and the findings of the Equal Access Research Study, the Customer Access Team established a project team to undertake a research and development pilot to inform the future planning of this delivery stream.

The research was split into two distinct phases both involving officers, using mobile technology, visiting a variety of sites to determine the most appropriate venues and delivery mechanisms to enable us to successfully target our delivery to those most in need.

The first phase ran from May until December 2007 and covered the whole county. The findings from this phase were used to inform the plans for phase two, which commenced in January 2008 and was based at a district level, translating those early findings into a locally based service delivery offer, designed to meet the particular needs of each district.

Each phase included the following:

- Customer Service Officer support, using technology linked to the corporate network;
- Research of needs, using citizen focussed questionnaires;
- Evaluation of venue being used, using 360 degree questionnaires.

We worked with colleagues and partners to determine which venues were most likely to be used by the citizens of Lancashire to access the services they needed, particularly those groups highlighted by the Equality of Access study.

Our success in this area resulted in the involvement of over 100 venues, 1880 citizens, more than 80 non-authority organisations and all 12 district councils (see appendices A and B) and it is the results of this extensive piece of work that are captured and analysed in this report.

It should be noted that most of the citizens that took part in our survey were approached whilst visiting a Face to Face venue, although many were also approached in shopping centres and on the streets outside such venues (i.e. if the venue proved to be quiet on the day of our visit). It should also be noted that the majority of those we spoke to advised us that Face to Face was NOT their usual or preferred method of access and this is evidenced by the statistical results (see 5Ai on page 9). Consequently, we believe our survey provides an accurate reflection of the access preferences, trends and needs of all the citizens of Lancashire but we do want to acknowledge that our work was primarily focused on those citizens who are currently accessing some (or all) of the services they require via the Face to Face channel rather than those who contact us via the internet or telephony channels.

In March the findings from both phases were analysed and used to inform the development of the Face to Face Access strategy proposal which was submitted to County Management Board (CMB) in March 2008 and Cabinet in April 2008, receiving full approval.

4) Aims and objectives

The Face to Face Access Strategy

As described above the research project aimed to identify the best way to offer Face to Face service access to the citizens of Lancashire, including identifying:

- current preferences and the reasons for them,
- opportunities in terms of channel change,
- links to other strategies and agendas,
- the best venues for delivering Face to Face Access,
- opportunities for joint working with key partners, including Districts and Primary Care Trusts (PCTs) etc,
- the particular needs of our identified target groups,
- the particular needs of our different geographical areas,
- the technical, contractual, quality, staffing and information requirements and processes necessary to deliver Face to Face access.

The research looked at the above and we then analysed the findings to inform the resulting strategy which commits to:

a) Providing a Face to Face service that supports Lancashire County Council's Corporate Strategy and Objectives, which are to make sure that Lancashire is "a place where everyone matters" and where people can:

- Feel safe
- Lead healthy lives
- Get help if they need it
- Learn and develop
- Work and prosper
- Enjoy a high quality environment
- Travel easily and safely

We will contribute to each of these by ensuring people can access a range of linked services from a variety of venues, selected and situated to best suit their needs. These services will be delivered in a joined up partnership with the Districts, the PCTs, Fire, Police and the Voluntary, Community and Faith (VCF) sector. This will enable people to get access to the information and services they need in a place that is close to their home and in many cases will involve us supporting citizens to access services in a more efficient and effective way, by way of training and support to access and use the variety of free internet access points that will be available to them throughout the county.

- b) Enabling people to obtain information and access to all LCC services via a range of outlets and locations across Lancashire based within a reasonable distance from their homes;

We will do this by working with our partners to design a locally responsive service delivery model tailored to meet the needs of each district area, taking into account the specific profile of each community and utilising the venues and resources available, thereby respecting and responding to the needs of each of Lancashire's diverse communities.

- c) Working with partners to ensure information and enquiries relating to other public and voluntary organisations will also be dealt with via these same Face to Face access points.

We will do this by working with our District partners, the PCT, Fire, Police and VCF sector to join up relevant services so they are delivered in a way that makes sense to the customer. We will work collaboratively to share the resources, information and systems necessary to enable us to deliver information and access to services on each others behalf, and via reciprocal arrangements, thereby improving the service to the customer and demonstrating tangible, effective and efficient joint service delivery.

- d) Providing access to the Corporate Information Database (CID) from an increasingly large network of Face to Face access points across Lancashire;

We will do this via existing customer facing outlets, including libraries and reception points, by training and supporting staff to access and use the CID and by developing our understanding of the systems necessary to facilitate mobile and remote working.

- e) Acting as Channel Change agents to encourage and support citizens to access services using the most efficient and effective methods available i.e. internet and telephone.

We will do this by identifying those citizens who currently don't use these channels simply because they don't have the necessary equipment or knowledge to do so. We will advise them where they can access free internet facilities and will support them in developing the necessary skills to add internet access to their choice of access channels.

- f) Ensuring we identify links to other agendas and strategies and work with the relevant officers and organisations to ensure a joined up approach. We will do this by promoting the Customer Access Strategy and by identifying opportunities for us to contribute to, and benefit from, the work being undertaken i.e.:

- the Business Improvement Programme
- the Adult & Community Services "Help Direct" development
- the enhanced two-tier agenda
- the Regenerate Programme with Library and Information services
- the Equality & Diversity agenda
- the Locality agenda
- the Community Cohesion agenda

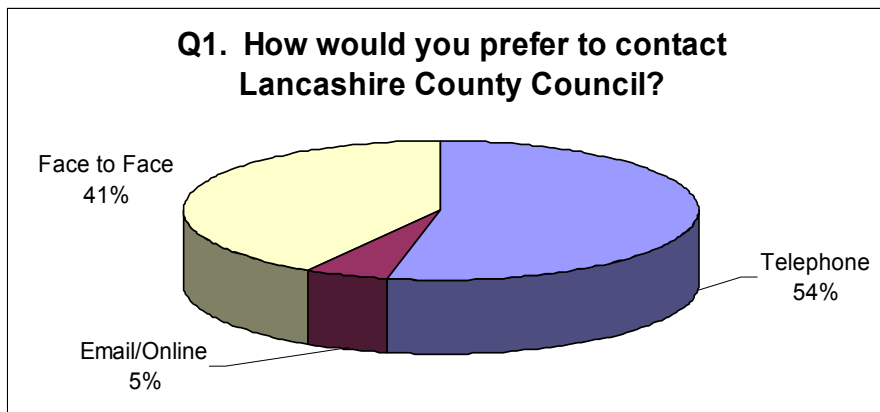
5) Findings

Below we have detailed each of the questions covered in our survey, together with the answers provided and the conclusions/highlights drawn from these responses.

A) OVERALL RESPONSES

i) - Countywide results:

Question. “How would you prefer to contact Lancashire County Council?” (1871 responses)



- The majority, 54%, said that they normally prefer to access services via telephone.
- 41% said they prefer Face to Face access.
- 5% said they prefer to use the internet to contact us or find out about services.

It is interesting to note that despite the fact that the citizens were accessing services via the Face to Face channel on the day they were interviewed, 54% of them would normally prefer to contact us via the telephone.

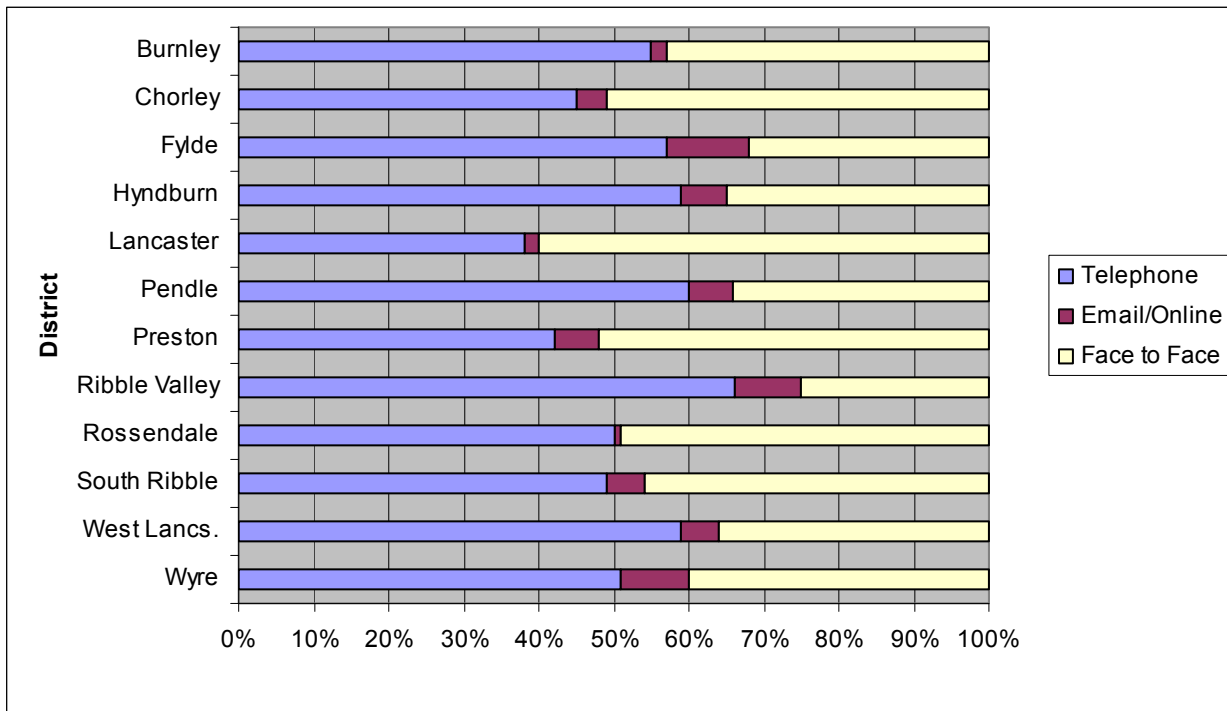
When questioned further about this, citizens advised that their method of access depends very much on the nature of the service they are accessing and their personal situation/life experience at that time.

Question. “If you have contacted Lancashire County Council before, which service(s) did you enquire about?” (754 responses)

NB. Citizens were allowed to select more than one service. “Other” includes; Pensions, Libraries, Planning, School Meals, Social Services and Student Services.

Service	Accessed via the internet	Accessed via telephone	Accessed via Face to Face	Overall
Highways	22%	30%	15%	59%
NoWcard	13%	17%	-	46%
Blue Badges	9%	15%	3%	34%
General	13%	13%	22%	24%
Corporate Vacancies	9%	2%	11%	7%
Registration Services	4%	2%	3%	6%
School Transport	1%	3%	1%	6%
Online School Admissions	3%	3%	1%	4%
Other	26%	15%	44%	34%

ii). District level results:



The district by district preference in terms of access channel is detailed above and some of the key highlights are as follows:

Self service:

- Fylde is the district with the greatest preference for accessing council services via the internet (11%), closely followed by Ribble Valley and Wyre (both 9%).
- Rossendale (1%), Burnley (2%) and Lancaster (2%) citizens were the least likely to use the internet to access council services.

NB. Fylde, Wyre and the Ribble Valley are three of the most rural districts of Lancashire¹. The fact that our rural citizens have a greater preference for accessing services via the internet fits with the findings of Ofcom's Regional Communications Market Report (May 2008)² which reports for the first time that "the number of rural households with broadband connections is now higher (59%) than the number of urban households (57%)".

Telephony:

- Ribble Valley is the district with the greatest preference for accessing council services via the telephone (66%), closely followed by, Pendle (60%), West Lancashire and Hyndburn (both 59%) and Fylde (57%).

Ribble Valley, West Lancashire and Fylde are the most rural districts in Lancashire³ and the preference of the majority of our rural respondents was to access services via the telephone.

- Lancaster citizens (38%) were the least likely to use the telephone to access council services, followed by Preston (42%) and Chorley (45%).

Lancaster and Chorley have a high percentage of over 60's and Preston has a very high percentage of BME citizens. Both these target groups currently indicate a high preference for Face to Face contact.

Face to Face:

- Lancaster is the district with the greatest preference for accessing council services via the Face to Face channel (60%), followed by Preston (52%), Chorley (51%) and Rossendale (49%).

¹ [Department for Environment Food and Rural Affairs, Local Authority Classifications](#)

² [Ofcom's Regional Communications Market Report \(May 2008\)](#)

³ [Department for Environment Food and Rural Affairs, Local Authority Classifications](#)

- Ribble Valley (25%) citizens were the least likely to use the Face to Face channel to access council services.

It is interesting to note that the districts with the greatest preference for the Face to Face channel all contain a high percentage of the BME and Over 60's population.

Conversely, Ribble Valley is a rural district and those residents living in rural areas typically report a lower Face to Face preference when compared to other target groups. A relatively high proportion of rural respondents traditionally prefer to use the telephone or, increasingly, the internet (see Ofcom Regional Communications Market Report.⁴). For the people we questioned this was largely due to the dispersed nature of venue access, the limited transport links and the often isolated nature of the location of the citizen's home in relation to service delivery venues.

iii). Target group results:

Where appropriate, we asked citizens to categorise themselves into the target groups that had been identified by the Equal Access Research Study.

We then looked at the countywide statistics, which show how many Lancashire citizens fall into each of the target groups, and compared this against the percentage of target group citizens we engaged during the course of our research, as follows:

Face to Face Research Statistics			Face to Face Penetration Rates	Countywide Totals
	Male	Female		
Over 60s	21.4%	31.9%	53.3 %	22.5%
Disabled	12.8%	16.5%	29.3%	20.2%
BME	4.0%	3.6%	7.6%	6.6%
Rural	11.3%	19.6%	30.9%	11.1%

Table 1

The above penetration rates establish that our research had successfully engaged our target groups, with respondents including a high proportion of citizens who categorised themselves as being over 60, disabled, from a BME group or from a rural community.

When asked about how they preferred to access information and services our target groups responded very differently, as follows:

⁴ Ofcom's Regional Communications Market Report (May 2008)

BME

54% of BME respondents prefer to access Council services via Face to Face, 39% via the telephone and 7% via the internet.

The Equal Access Research Study reports that the BME preference for Face to Face is likely to be because they have a “limited use of English and need more time to communicate”.⁵

Disabled

49% of disabled respondents prefer to access Council services via the telephone, 48% via Face to Face and 3% via the internet.

The Equal Access Research Study concluded that a disabled persons’ communication preference is linked to the type of disability that they have i.e. those with mobility issues often have a preference for using the telephone because of the perceived difficulty in accessing some face to face venues and those with communication issues often prefer face to face due to needing “more time to communicate their service needs.”⁶

The Study also states that “organisations place too much emphasis on getting information from the web and alternative communication methods need to be offered, as not one size fits all”.

Over 60’s

55% of respondents over 60 prefer to access Council services via the telephone, 42% via Face to Face and 3% via the internet.

The high preference for telephone or Face to Face access is again likely to be because a larger proportion of the over 60’s have mobility issues and need more time to communicate their service needs.

Our own Internet usage statistics (provided by Socitm) back this up and show that only 5.48% of the people who accessed our website in June 2008 were over 65⁷. As one would expect this figures rises with each age banding (15.93% for 56-65 and 26.32% for 46-55) which illustrates that channel change is already taking place naturally amongst our citizens.

However, the number of older citizens is due to grow considerably over the next few years and, therefore, it is important that we continue to identify and remove any barriers they may face in accessing this channel. This

⁵, The Equal Access Research Study (November 2006)

⁶, The Equal Access Research Study (November 2006)

⁷ [Socitm Take Up Survey \(June 2008\)](#)

should supplement the natural shift that will occur as today's younger, IT literate, generation become tomorrow's "Over 60's".

Rural

59% of rural respondents prefer to access Council services via the telephone, 35% via Face to Face and 6% via the internet.

Ofcom reports that for the first time our Rural residents are even more likely to have access to the internet than those living in Urban areas⁸. This is not yet reflected in the findings of our research but it does highlight a huge opportunity for channel change activity which needs to be prioritised for this citizen group.

iv). Venue category results:

Question. *"Why is this venue the best place in this area to provide a Lancashire County Council face to face service?" (1770 responses)*

- Convenience;
- Ability to access other similar services;
- Friendly and helpful staff;
- On a bus route;
- Has a car park;
- Good 1:1 (private) facilities available if needed;
- Situated on ground level and not at the top of a hill.

Question. *"Are there any other venues in the area you would recommend?" (206 responses)*

- Local Libraries
- Town Halls
- Housing Associations
- Community Centres
- Village Halls
- Health Centres

Citizens reported that they did not understand why they had to go into different buildings to access "local authority" services and they didn't understand (or indeed care) that the County Council and District Council were different organisations responsible for different services.

⁸ Ofcom's Regional Communications Market Report (May 2008)

This highlighted a real opportunity for LCC in terms of research, partnership working and service delivery and as a result, our research was widened significantly to include many non-LCC venues and to include questions covering venue preference and profile.

The resulting pilot activity included the following venue types:

- 18 Community Centres
- 15 Local Libraries
- 11 District One Stop Shops
- 11 Schools
- 8 Children’s Centres
- 8 Village/Parish Halls
- 5 Age Concern venues
- 4 Leisure/Sports Centres
- 4 Housing Sector venues
- 3 District Council mobile venues
- 2 Churches
- 1 British Legion
- 1 Disability organisation
- 1 Muslim Forum
- 1 Shopping Centre
- 1 Town Council

The venue types were split as follows:

Venue category	Number of venues	Percentage of total Questionnaires
County Council	20	41%
District Council	21	43%
Voluntary, Community & Faith sector	16	16%

Table 2

The table below breaks the target groups into the type of venue we spoke to them in:

	LCC venues	District Council venues	VCF sector venues
BME	35%	39%	26%
Disabled	54%	33%	13%
Over 60s	43%	38%	19%
Rural	39%	42%	19%

Table 3

The table below breaks the venues into the target groups attending:

	Male	Female	Over 60s	Disabled	Rural	BME
LCC venues	38%	62%	56%	39%	29%	6%
District Council venues	43%	57%	46%	22%	30%	6%
VCF Sector venues	23%	77%	67%	24%	38%	13%

Table 4

The above information clearly illustrates the need for us to work in partnership with other key service providers, in a collaborative rather than just cohabitative way, if we are to successfully provide access to information and services in a way that makes sense to the customer, particularly those who are having difficulty with access or are hard to reach.

When considered alongside the section on penetration rates (table 1 on page 12) the above statistics clearly demonstrate that if we had only visited LCC venues we would definitely not have been so successful in reaching such a high percentage of our target groups. A very high proportion of our target groups expressed a clear preference/trend for accessing services in District and/or Community venues and this has been reflected in our strategy.

B) SELF-SERVICE (INTERNET)



Using one of the free Library based computers to access information and services over the internet.

i). Countywide results:

Question. *“Are you aware that Lancashire County Council has a website that provides information on all Lancashire County Council services?”* (1869 responses)

- 67% were unaware that LCC had a website.
- 33% knew we had a website.
- 13% had used the LCC website.
- 87% had not used the website.
- 56% said they would be prepared to try it, if offered access and training/support.

995 citizens told us they do not/have not used the LCC website for the following reasons:

- | | |
|----------------------------------|-----|
| • No access to the internet | 64% |
| • Don't know how to use internet | 14% |
| • Other* | 22% |

* - includes Physical disability, reliance on third party and language barrier.

NB. The main reasons provided for non-use of the LCC website were that citizens a) didn't know it existed or b) don't consider themselves to have internet access.

This is despite the fact that free internet access is available via 76 LCC libraries, many district councils and an increasing number of community venues.

Many citizens confirmed they **would** use the internet for certain services providing they had access and training, providing huge channel change potential as is shown below:

Question. ***"Is there anything we could do to help/persuade you to use it? i.e if there was a computer installed at a local venue or assistance was available in using the internet etc.?" (1742 responses)***

- 56% said yes they would use it if they could get free access and assistance.
- 44% said no they would not use it even if free access and assistance were available.

Those who answered no to the above were asked why and responded as follows:

- Don't like/trust computers 27%
- Prefer to use the other access channels 23%
- Barrier – age, disability, language, need training 35%
- Have their own computer at home 14%
- Other/No reason given 1%

ii). District level results:

Question. “Are you aware that Lancashire County Council has a website that provides information on all Lancashire County Council services?” (1869 responses)

	Burnley	Chorley	Fylde	Hyndburn	Lancaster	Pendle	Preston	Ribble Valley	Rossendale	South Ribble	West Lancs.	Wyre
Yes	20%	40%	9%	34%	26%	57%	28%	33%	13%	28%	34%	55%
No	80%	60%	91%	66%	74%	43%	72%	67%	87%	72%	66%	45%

Table 5

Pendle and Wyre are the only two districts where more than 50% of citizens were aware that the County Council had a website and Fylde’s response was as low as 9%.

Question. “Have you used it?”(1760 responses)

	Burnley	Chorley	Fylde	Hyndburn	Lancaster	Pendle	Preston	Ribble Valley	Rossendale	South Ribble	West Lancs.	Wyre
Yes	9%	14%	5%	14%	9%	17%	12%	24%	7%	12%	9%	23%
No	91%	86%	95%	86%	91%	83%	88%	76%	93%	88%	91%	77%

Table 6

Considering that table 5 shows that only a third of Ribble Valley respondents actually know we have a website this table shows that a very high percentage of those aware of the website are actually using it to access information and services. This is also the case in Wyre. This highlights the need to more effectively market and advertise the existence and uses of our website but also demonstrates another excellent channel change opportunity by showing how internet keen, connected and savvy the rural community is becoming.⁹

⁹ Ofcom’s Regional Communications Market Report (May 2008)

Question. “Is there anything we could do to help/persuade you to use it? i.e if there was a computer installed at a local venue or assistance was available in using the internet etc.?” (1742 responses)

	Burnley	Chorley	Fylde	Hyndburn	Lancaster	Pendle	Preston	Ribble Valley	Rossendale	South Ribble	West Lancs.	Wyre
Yes	51%	56%	54%	65%	29%	69%	39%	44%	42%	58%	54%	51%
No	49%	44%	46%	35%	71%	31%	61%	56%	58%	42%	46%	49%

Table 7

Again, this presents a huge channel change opportunity as the majority of the above responses show a real willingness from our citizens to access services and information via the web, as long as we can provide them with the tools and support they need to use it.

iii). Target group results:

When asked about their knowledge and use of LCCs internet site the target groups responded as follows:

- **Over 60s**

Only 24% of the over 60’s were aware that Lancashire County Council has a website.

Only 7% confirmed they had used it.

However, 46% said they would be willing to use the internet with free access and training/support.

- **BME**

33% of BME respondents were aware that Lancashire County Council has a website.

15% confirmed they had used it.

66% said they would be willing to use the internet with free access and training/support.

- **Disabled**

25% of disabled respondents were aware that Lancashire County Council has a website.

7% confirmed they had used it.

52% said they would be willing to use the internet with free access and training/support.

- **Rural**

37% of rural respondents were aware that Lancashire County Council has a website.

13% confirmed they had used it.

61% said they would be willing to use the internet with free access and training/support.

Again, all our target groups reported a real willingness to use the internet if free access and training/support were made available, demonstrating a huge potential for increasing access via the Internet channel.

iv). Venue category results:

When we analysed the answers to the Internet questions in terms of the venue split we discovered the following:

- **LCC Venues**

36% of the people we spoke to in LCC venues were aware that Lancashire County Council has a website.

15% confirmed they had used it.

61% said they would be willing to use the internet with free access and training/support.

- **District Council Venues**

33% of the people we spoke to in District Council venues were aware that Lancashire County Council had a website.

13% confirmed they had used it.

54% said they would be willing to use the internet with free access and training/support.

- **Voluntary, Community and Faith Sector Venues**

22% of the people we spoke to in Voluntary, Community and Faith Sector venues were aware that Lancashire County Council had a website.

13% confirmed they had used it.

48% said they would be willing to use the internet with free access and training/support.

We then analysed how a citizen's awareness and use of the internet was affected by the presence of free internet access. We compared the results in libraries, where free internet access is available, with a group of community centres, where there was no internet access, and the results were as follows:

Of the people we spoke to in Libraries;

- 6% preferred to contact the County Council via Internet/email.
- 36% of people we spoke to in Libraries were aware of the LCC website.
- 15% of people we spoke to in Libraries had used it.
- 50% of people we spoke to in Libraries said they would use the website in the future.

Of the people we spoke to in Community Centres;

- 3% preferred to contact the County Council via Internet/email.
- 17% of people we spoke to in Community Centres were aware of the LCC website.
- 8% of people we spoke to in Community Centres had used it.
- 31% of people we spoke to in Community Centres said they would use the website in the future.

The above demonstrates that where free internet access is made available it can result in approximately twice as many people having a preference for, being aware of, using and being willing to use this channel to access information and services.

This shows that simply providing the tools and the environment will in itself encourage and increase our citizen's willingness and ability to use the internet channel when accessing information and services.

C) TELEPHONY (THE RED ROSE HUB)



A Customer Service Officer answering telephone calls at The Red Rose Hub.

i). Countywide results:

Question. *“Are you aware there is a Customer Service Centre for Lancashire County Council services and enquiries?” (1880 responses)*

- Only 25% knew we had a Customer Service Centre.
- 20% said they had used it.
- 80% said they had not used it.

NB. Many customers confirmed they usually contacted us by phone and it is very likely they have used the Customer Service Centre but were unaware they were dealing with a “call centre”. This is down to the following factors:

- The CSC doesn't use an automated “press 1 for...” system.
- Incoming calls are often on the same numbers as before but now re-routed to the CSC.

- Customer Service Officers have a wealth of information at their fingertips, meaning calls can be answered more comprehensively without the need for transferring callers.

Question. *“Do you think you would use it in the future?” (1872 responses)*

- 88% said “yes” they would telephone the Customer Service Centre in the future.
- Only 12% said they would not.

Question. *“If not, why not?” (225 responses)*

- Prefer Face to Face 46%
- Don’t like the phone 12%
- Phone is expensive 6%
- No phone 7%
- Other* 29%

* - includes Physical disability, reliance on third party and language barrier.

ii). District level results:

Question. *“Are you aware there is a Customer Service Centre for Lancashire County Council services and enquiries?” (1880 responses)*

	Burnley	Chorley	Fylde	Hyndburn	Lancaster	Pendle	Preston	Ribble Valley	Rosendale	South Ribble	West Lancs.	Wyre
Yes	19%	21%	20%	25%	29%	22%	44%	31%	22%	26%	22%	20%
No	81%	79%	80%	75%	71%	78%	56%	69%	78%	74%	78%	80%

Table 8

The comparatively high number of **Preston** respondents (44%) who were aware of the existence of the Customer Service Centre can probably be explained by the fact that the Customer

Service Centre is located in Preston, however even this result shows that less than half of Preston citizens are aware of the Hub.

This indicates a huge promotional opportunity linked to the Customer Access Strategy and the efforts being made to improve the way our citizens can obtain information and services.

Question. “Have you used it?” (1880 responses)

	Burnley	Chorley	Fylde	Hyndburn	Lancaster	Pendle	Preston	Ribble Valley	Rossendale	South Ribble	West Lancs.	Wyre
Yes	13%	21%	11%	21%	14%	11%	25%	26%	25%	26%	16%	13%
No	87%	79%	89%	79%	86%	89%	75%	74%	75%	74%	84%	87%

Table 9

As reported (on page 9) many of our customers confirmed they usually contact us by phone and therefore it is more than likely they in fact have used the Customer Service Centre, but have been unaware that they were being dealt with by a “call centre”.

Question. “Do you think you would use it in the future?” (1872 responses)

	Burnley	Chorley	Fylde	Hyndburn	Lancaster	Pendle	Preston	Ribble Valley	Rossendale	South Ribble	West Lancs.	Wyre
Yes	80%	94%	89%	92%	77%	87%	78%	94%	87%	87%	89%	78%
No	20%	6%	11%	8%	23%	13%	22%	6%	13%	13%	11%	22%

Table 10

Once again, this shows our citizens are more than able and willing to use the full range of access channels, once they are made aware of their existence, their purpose, their benefits and the means used to access them.

iii). Target group results:

- **Over 60s**

22% of the over 60's were aware of LCC's Customer Service Centre.

19% had used it.

71% said "yes" they could be persuaded to use the Customer Service Centre in the future.

- **BME**

23% of BME respondents were aware of LCC's Customer Service Centre.

17% had used it.

71% said "yes" they could be persuaded to use the Customer Service Centre in the future.

- **Disabled**

25% of disabled respondents were aware of LCC's Customer Service Centre.

19% had used it.

77% said "yes" they could be persuaded to use the Customer Service Centre in the future.

- **Rural**

25% of Rural residents were aware of LCC's Customer Service Centre.

21% had used it.

77% said "yes" they could be persuaded to use the Customer Service Centre in the future.

iv). Venue category results:

- **LCC Venues**

Only 26% of the people we spoke to in LCC venues said they were aware of LCC's Customer Service Centre.

20% confirmed they had actually used it.

89% of those previously unaware of the Customer Service Centre confirmed they would be prepared to use it in the future.

- **District Council Venues**

25% of the people we spoke to in District Council venues said they were aware of LCC's Customer Service Centre.

20% confirmed they had actually used it.

81% of those previously unaware of the Customer Service Centre confirmed they would be prepared to use it in the future.

- **Voluntary, Community and Faith Sector Venues**

24% of the people we spoke to in Voluntary, Community and Faith Sector venues said they were aware of LCC's Customer Service Centre.

18% confirmed they had actually used it.

88% of those previously unaware of the Customer Service Centre confirmed they would be prepared to use it in the future.

6) Barriers and solutions identified

Our research raised the following questions:

- Do our target citizens really have a choice when it comes to channels of access?
- Do they know enough about the choices available to them?
- Do they have the skills and tools required to use their chosen access channel?
- Do we have the skills and resources to help them, regardless of the barrier they face?
- Do we know enough about our customers and how they want to access information and services or do we just make assumptions?
- Do we really offer services in a way that best suits the needs of our citizens or are our methods actually driven by our needs as an organisation, with employees, departments, buildings, resources and strategies to maintain and justify?
- Do we have mechanisms in place that will keep us up-to-date with the ever changing profile and needs of our citizens and communities or do we just keep doing things in the same way hoping (and assuming) they still do the job?
- Are we the only ones that can provide access to our information and services or are there already potential partners and organisations out there that could help us do it more effectively and efficiently?
- Do we really offer equal access to all our citizens regardless of their circumstances?
- Do we still expect citizens to find us to access information and services rather than us finding them and ensuring the required information and services are taken to them?

We needed a Face to Face solution that would help to address these issues and that is why our strategy has been developed in a way that:

- Provides citizens with the information, tools and support required to ensure they are fully aware of the channels available, the different benefits and uses of each, the contact details for each and the way to access them. This will range from providing business cards or bookmarks containing the telephone number and web address to actually helping people to set up and use email accounts and submit service requests on-line.
- Will continue to research, analyse and report on the changing needs of our citizens as communicated to us by citizens and community groups when we are working out in a wide range of local venues, linked to sessional activity that we and our increasing range of partners will arrange to meet the specific needs of specific target groups.
- Enables citizens to access a range of services from one point of contact. This will involve us sharing information and system access with our service delivery partners, each able to provide citizens with access to a range of partner information and services.
- Enables us to work flexibly and responsively, alongside partners, elected members, colleagues and stakeholders to reach out to our vulnerable and hard to reach groups and ensure they too can access the wealth of information and services we collectively provide.

7) Resulting Face to Face Strategy

The findings of this research study were analysed and used to inform the development of Lancashire's Face to Face Strategy, which was presented to Cabinet on 3rd April 2008, receiving full approval.

Lancashire's Face to Face Strategy will involve a FIXED and FLEXIBLE offer, comprising:

Fixed offer:

- guaranteed and advertised "access" to information and services via local venues.
- incorporating all three delivery streams and resulting in 12 district maps showing where people can go to access free internet, free direct dial phones and actual Face to Face support in local community venues. This latter element will be delivered by existing staff – those already working in fixed bases across the county, including LCC staff (Library, corporate receptionists etc) and Partner staff (including district staff) who will all be provided with access and training to use our information databases in order to offer consistent, high quality, validated information about county services.

The fixed offer will be supplemented and informed by the.....

Flexible offer:

- specifically aimed at reaching and supporting our key target groups.
- involving fully trained Customer Service Officers (CSOs) from the CSC operating as outreach officers attending ad-hoc, sessional activity that takes place in each specific district, arranged either by LCC or one of our increasing number of partner organisations. This can include activity linked to our target groups – i.e. prayer groups for our Eastern European citizens and/or over 55's line dancing sessions or, alternatively, activity can be linked to specific service delivery activity – i.e. on-line school admissions support sessions.

NB. Cabinet approved the appointment of a Team Leader and 12 mobile Face to Face customer service officers, who will work on a countywide basis.

- these CSOs will mirror the offer being made by our district partners by helping citizens to access information and services about both the County and District services, using mobile technology, linked to both systems.

- the mobile team will also act as the eyes and ears of the authority by forging links with the community, citizens and service providers and undertaking ongoing research to identify and report on the changing needs of citizens and communities.
- another key part of their role will be to support and promote all three delivery streams by acting as channel change agents - supporting citizens to access services using the most efficient and effective channels (internet and telephone), wherever possible and appropriate. During the pilot this has been very productive, with CSOs taking every opportunity to show citizens the internet, set them up with email accounts and advise them about venues where free internet access and/or training is available.

Technology and information sharing developments

We are also developing the way we use technology and information in order to deliver services in a way that better meets the needs of our citizens i.e.:

- TellyTalk – a video conferencing facility at Accrington Library which enables a citizen visiting the library to see, hear and speak to an officer based at the Customer Service Centre (CSC) in Preston and access information and advice on all County services. This facility has the ability to capture photographs, signatures and documents and to transfer them to/from citizen and CSC officer in live time therefore providing a much quicker, easier and cheaper way of delivering services i.e. the replacement of a Blue Badge.
- A-Z sharing with districts – the A-Zs are the separate lists of service information used by the county and districts. We are currently exploring how we and our district partners can share this information with each other, in order that we can provide basic service information on each others' behalf in a way that will make far more sense to the citizen.
- Training of LCC front line staff – we have identified LCC officers that regularly come into direct contact with citizens and plan to train them to access and use the A-Z, again enabling them to help citizens with a range of information. This process has already started and has included library staff in four libraries in the South Ribble and Chorley districts and all the LCC corporate receptionists.
- Life Events – we recognise that people have different needs at different times of their life and relating to different events that occur. We are currently working at identifying and linking together relevant services in a way that will help the citizen, will reduce the number of times they have to contact us/our partners, will flag up linked services they may not yet have considered or known about and will help us to identify when we need to make appropriate referrals to relevant partners/service providers. We are initially concentrating on the following three key Life Events:
 1. Becoming a Parent – being piloted through work with Children's Centres in South Ribble, who work with young families living in areas of deprivation.
 2. Moving Home – being piloted through work with Elevate in Burnley, where a large proportion of the population has been displaced.
 3. Bereavement – being piloted with the three "phase one" districts (Chorley, South Ribble and Burnley). This project aims to establish the means and protocols

necessary to enable the sharing of sensitive information with relevant organisations to ease the process for the bereaved and to reduce the overpayment of benefits/provision of costly services.

Consultation

In addition to background research provided by the Equal Access Research Study and the “fieldwork” undertaken by the pilot team we also undertook various consultation exercises to enable us to obtain the input of as many people as possible before our strategy was submitted for approval to cabinet in April 2008 including:

- Locality Focus Groups (LFG) – updates are regularly provided to each group to ensure key officers and councillors are informed of the proposals and encouraged to contribute their views and suggestions. Many successful leads have been obtained via this route and feedback has been extremely positive.
- Lancashire Locals – as above, updates are regularly provided to all District Partnership Officers with the offer of presentations and/or reports to Lancashire Locals meetings.
- Face to Face information event: 30th January 2008 – we held an information event that was attended by over 100 interested parties, stakeholders and colleagues.
- DVD – we have a Customer Access Strategy DVD which is being shown to a wide variety of groups and partner organisations and can be viewed via the following link: <http://www.lancashire.gov.uk/corporate/csc%5Fvideos/>
- “Access Lancashire” business cards and bookmarks are now available, promoting the self serve and telephony contact channels.

Face to Face Stream Implementation

As stated above the strategy was approved by cabinet on 4th April 2008 and, therefore, we have now moved into an implementation phase.

A district specific Face to Face solution will be created for each district area, tailored to identify and address the needs of each different community.

This work will be led by the Face to Face Implementation Team who will establish District Implementation Groups (DIGs) in each of the 12 districts comprising:

1. a Business Development Officer from the Face to Face Implementation Team
2. a representative from each LCC directorate
3. a representative from the District

4. Libraries
5. Help Direct Gateway representative
6. District Partnership Officer
7. PCT representative
8. Police representative
9. Fire Service etc

The phased timetable for developing proposals for each of the districts was agreed by the Cabinet Working group on 7th May 2008” and is as follows;

1. Burnley, Chorley, South Ribble – by 30th September 2008
2. Fylde, Lancaster & Rossendale – by 31st March 2009
3. Wyre, Pendle, Ribble Valley, Preston, West Lancs, Hyndburn - by 30th September 2009

The proposals will be submitted using a template that includes the following elements:

- Introduction
- Background
- Terms of reference and group membership.
- Agreed information sharing protocol.
- District profile – its makeup, geography, issues etc
- Face to Face research - key district findings
- Recommendations
- Proposed fixed offer (internet, phone, F2F, Telly Talk etc)
- Proposed flexible offer (linked to target groups etc)
- Timeframe/implementation plan
- Promotional activity
- Cross district working (linked to target groups etc)
- Approvals process, including Lancashire Locals and the F2F Steering Group
- Special projects/innovative solutions (Tell Us Once, PCT etc)
- District Map showing access points (see appendices C, D and E which detail activity in the “phase 1” district areas of Burnley, Chorley and South Ribble)

The first three DIGs have been established and are already working on their District Specific proposals, which will be shared with the relevant Lancashire Local before being submitted to the Corporate Face to Face Steering Group for final approval.

APPENDIX A

LIST OF PARTNERS AND STAKEHOLDERS

Age Concern – Lancashire wide
Burnley Borough Council
Children’s Partnership Group, Chorley
Chorley Borough Council
East Lancs. PCT
Fylde Borough Council
Green Vale Homes – Bacup, Myholme and Rossendale
Housing Pendle
Hyndburn Borough Council
Ingol & Tanterton Action Group (INTAG), Preston
Kinderbear Nursery, Burnley
Lancashire Constabulary
Lancashire County Council
<ul style="list-style-type: none">• Lancashire County Council District Partnership Officers• Lancashire County Council Equality & Diversity Working Group• Lancashire County Council Help Direct Gateways• Lancashire County Council Libraries• Lancashire County Council Locality Focus Groups
Lancashire Fire & Rescue Service
Lancashire Locals
Lancaster City Council
Morecambe Neighbourhood Management

Positive Action in Chorley East (PAiCE)
Pendle Borough Council
Preston City Council
Preston D.I.S.C (Disability Information Service Centre)
Preston Muslim Forum
Ribble Valley Borough Council
Rossendale Borough Council
Scaitcliffe Community Centre, Accrington
Select Move, Preston
South Ribble Borough Council
South Ribble Progress Housing
St Mary's Presbytery, Chorley
Surestart – Lancashire wide
West Lancs. District Council
Wyre Borough Council

APPENDIX B

LIST OF PILOT VENUES

Venue	District
Accrington Library	Hyndburn
Adlington United Reformed Church	Chorley
Arndale Centre, Morecambe	Lancaster
B Mac (Wyre Borough Council mobile unit)	Wyre
Bacup Green Vale Homes	Rosendale
Bamber Bridge Age Concern	South Ribble
Bamber Bridge Community Centre	South Ribble
Bamber Bridge Leisure Centre	South Ribble
Bamber Bridge Tennis Centre	South Ribble
Barley Village Hall	Ribble Valley
Barnoldswick Council Shop	Pendle
Beacon's Children's Centre	Pendle
Briary Court	Chorley
Brindle Village Hall	Chorley
Brinscall Age Concern	Chorley
Burnley Borough Council One Stop Shop	Burnley
Burnley Wood Children's Centre	Burnley
Carnforth High School	Lancaster
Caton Victoria Institute	Lancaster
Cherry Fold School	Burnley
Chipping Village Hall	Ribble Valley
Chorley Borough Council One Stop Shop	Chorley
Chorley Over 60's Hut	Chorley
Chorley Smile Campaign –Trailer	Chorley
Chorley Town Hall	Chorley
Clayton Brook Age Concern	Chorley
Clayton Brook Children's Centre	Chorley
Clayton Brook Church	Chorley
Clayton Brook Community Centre	Chorley
Clitheroe Library	Ribble Valley
Colne Surestart Children's Centre	Pendle
Coppull British Legion	Chorley
Coppull Library	Chorley
Coppull Primary & Children's Centre	Chorley
Coppull Village Hall	Chorley
Croston Over 60s Hut	Chorley
Cuerden Church Primary School	South Ribble
Duke Street Nursery	Chorley
Fleetwood Library	Wyre

Freckleton Library	Fylde
Harris Library	Preston
Haslingden Community Link	Rossendale
Heasandford School	Burnley
Highfield Children's Centre	Chorley
Hillside Methodist Chapel	Chorley
Hornby Village Hall	Lancaster
Housing Pendle	Pendle
Ingol Intag Centre	Preston
Kinderbear Nursery	Burnley
Kingsfold Community Centre	South Ribble
Kirkham One Stop Shop	Fylde
Lancaster City Town Hall	Lancaster
Leyland Leisure Centre	South Ribble
Longton Library	South Ribble
Longton Victory Sports and Social Club	South Ribble
Lostock Hall Friendship Club	South Ribble
Lostock Hall High School	South Ribble
Lostock Hall Library	South Ribble
Lytham St Anne's Library	Fylde
Lytham St Anne's One Stop Shop	Fylde
Marsden Community Primary School	Pendle
Morecambe Library	Lancaster
Morecambe Town Hall	Lancaster
Mytholme House Green Vale Homes	Rossendale
Northbrook Primary School	South Ribble
Ormskirk Library	West Lancashire
Padiham Library	Burnley
Pendle Borough Council One Stop Shop	Pendle
Penwortham Community Centre	South Ribble
Penwortham Leisure Centre	South Ribble
Poulton Children's Centre	Lancaster
Preston City Council	Preston
Preston D.I.S.C (Disability Information Service Centre)	Preston
Preston Muslim Forum	Preston
Preston Select Move Housing	Preston
Rawtenstall Library	Rossendale
Ribchester Hall Community Centre	Ribble Valley
Ribble Valley Borough Council One Stop Shop	Ribble Valley
Ribble Valley Borough Council Revenues and Benefits mobile unit	Ribble Valley
Rossendale Borough Council One Stop Shop	Rossendale
Sacred Heart Primary School	Hyndburn
Scaitcliffe Community Centre	Hyndburn
Skelmersdale Concourse One Stop Shop	West Lancashire
Skelmersdale Library	West Lancashire
South Ribble Borough Council One Stop Shop	South Ribble

South Ribble Progress Housing	South Ribble
St Bede's Parish Centre	Chorley
St John's Primary School, Skelmersdale	West Lancashire
St Mary's Presbytery, Chorley	Chorley
St Oswald's Primary School, Longton	South Ribble
St Thomas Primary School	Wyre
St Wilfred's Parochial Church Hall, Ribchester	Ribble Valley
Tanterton Intag Centre	Preston
Tarleton Library	Preston
Tatton Community Centre	Chorley
The Priory Be Busy Club, Lostock Hall	South Ribble
The Welcome Hall, Bamber Bridge	South Ribble
Wade Hall Community & Children's Centre, Leyland	South Ribble
West Lancs. District Council One Stop Shop	West Lancashire
Whalley Adult Education Centre	Ribble Valley
Whittle le Woods Village Hall	Chorley
Wymott & Garth Prison Officer's Club	Chorley
Wyre Borough Council One Stop Shop	Wyre

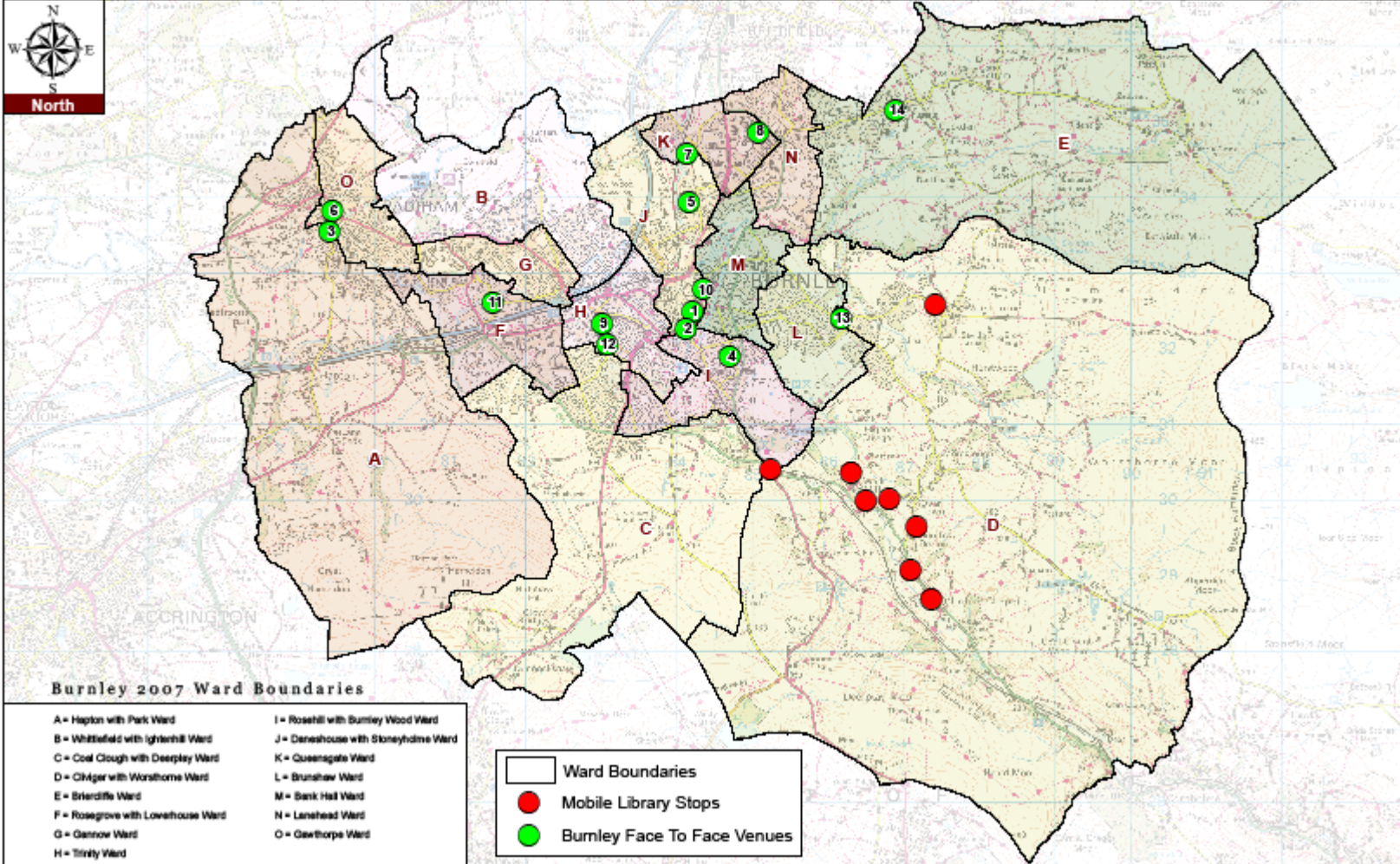
Burnley District Face To Face Venues

Date: 11/08/2008

A4 Landscape

<http://lccmapzone/>

Map Scale = 1:65,000



Burnley 2007 Ward Boundaries

- | | |
|-------------------------------------|-------------------------------------|
| A = Hapton with Park Ward | I = Rosehill with Burnley Wood Ward |
| B = Whitefield with Ighterhill Ward | J = Deneshouse with Stoneholme Ward |
| C = Coal Clough with Deepley Ward | K = Queensgate Ward |
| D = CHger with Worsthorne Ward | L = Brunshaw Ward |
| E = Briardale Ward | M = Bank Hall Ward |
| F = Rosegrove with Lowethouse Ward | N = Lanehead Ward |
| G = Gannow Ward | O = Gawthorpe Ward |
| H = Tintly Ward | |

	Ward Boundaries
	Mobile Library Stops
	Burnley Face To Face Venues

Copyright:

This Map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the controller of Her Majesty's Stationary Office (C) Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to Prosecution or civil proceedings. Lancashire County Council Licence No.100923329

The map on the previous page shows the geographical spread of the activity planned in the Burnley area (listed below). This helps us to identify any gaps in coverage and is used to help us decide where we need to target future activity. As the project continues, venues will be added to the map.

Ultimately the Face to Face maps will be available as a resource on the Lancashire County Council GIS system.

Proposed Access Points in Burnley				
No.	Venue	Free Internet Access	Fixed Venue	Flexible Venue
1	Burnley BC One Stop Shop		√	
2	Burnley Library	√	√	
3	Padiham Library	√	√	
4	Burnley Wood Children's Centre			√
5	The Chai Centre			√
6	Padiham Town Hall			√
7	Burnley 0-19 Campus (tbc)			√
8	Burnley General Hospital (tbc)			√
9	Howard Street (PCT venue) (tbc)			√
10	St Peters Primary Healthcare Centre			√
11	Rosegrove Library	√		
12	Coal Clough Library	√		
13	Pike Hill Library	√		
14	Briercliffe Library	√		
	Mobile Library	√		√

Chorley District Face To Face Venues

Date: 06/08/2008

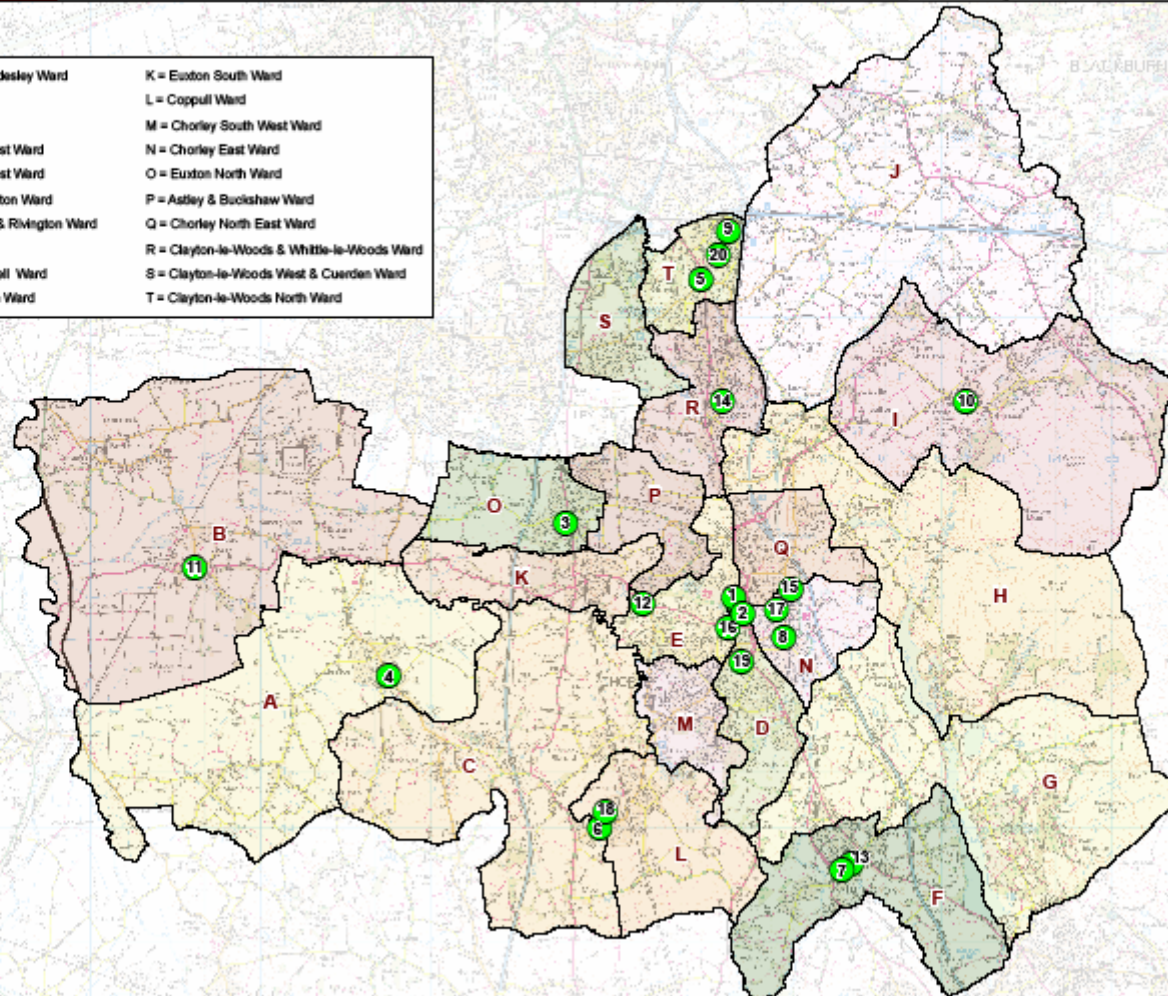
A4 Landscape

<http://lccmapzone/>

Map Scale = 1:100,000



A = Eccleston & Mawdesley Ward	K = Euxton South Ward
B = Lostock Ward	L = Coppull Ward
C = Chisnell Ward	M = Chorley South West Ward
D = Chorley South East Ward	N = Chorley East Ward
E = Chorley North West Ward	O = Euxton North Ward
F = Adlington & Anderton Ward	P = Astley & Buckshaw Ward
G = Heath Charnock & Rivington Ward	Q = Chorley North East Ward
H = Pennine Ward	R = Clayton-le-Woods & Whittle-le-Woods Ward
I = Wheelton & Withnell Ward	S = Clayton-le-Woods West & Cuerden Ward
J = Brindle & Hoghton Ward	T = Clayton-le-Woods North Ward



Copyright:

This Map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the controller of Her Majesty's Stationery Office (C) Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to Prosecution or civil proceedings. Lancashire County Council Licence No.100023529

The map on the previous page shows the geographical spread of the activity planned in the Burnley area (listed below). This helps us to identify any gaps in coverage and is used to help us decide where we need to target future activity. As the project continues, venues will be added to the map.

Ultimately the Face to Face maps will be available as a resource on the Lancashire County Council GIS system.

Proposed Access Points in Chorley				
No.	Venue	Free Internet Access	Fixed Venue	Flexible Venue
1	Chorley BC One Stop Shop	√	√	
2	Chorley Library	√		
3	Euxton Library	√		
4	Eccleston Library	√		
5	Clayton Green Library	√	√	
6	Coppull Library	√	√	
7	Adlington Library	√		
8	Tatton Community Centre			√
9	Clayton Brook Community Church			√
10	Hillside Methodist Chapel			√
11	Over 60's Hut, Croston			√
12	Coppull British Legion			√
13	United Reformed Church			√
14	Whittle-le-Woods Village Hall			√
15	Youth & Community Centre (Asian Women's Forum)			√
16	St Marys Church, Chorley (Polish Mass)			√
17	Highfield Children's Centre			√
18	Coppull Primary School and Children's Centre			√
19	Duke Street Nursery			√
20	Clayton Brook Primary School & Children's Centre			√

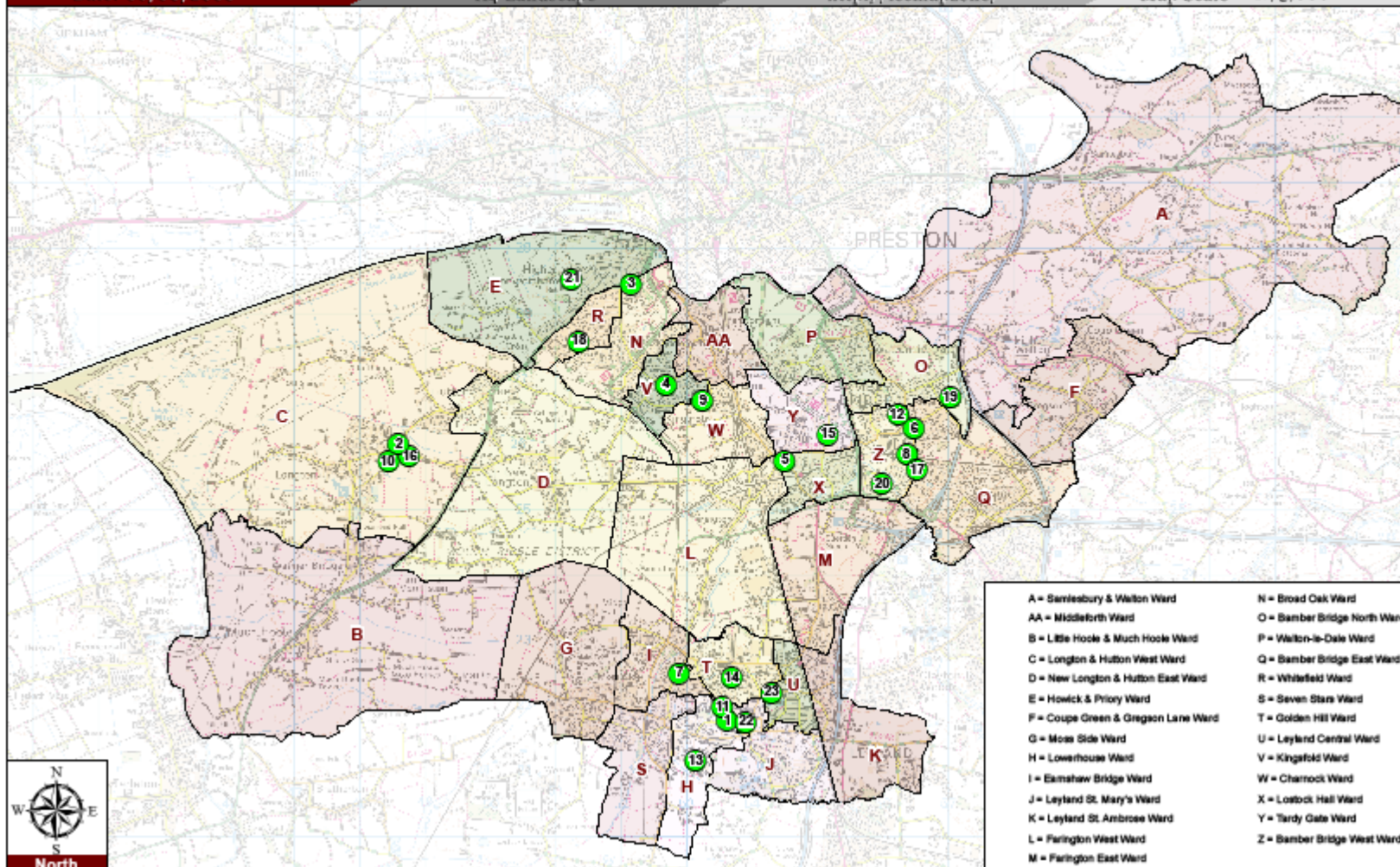
South Ribble District Face To Face Venues

Date: 06/08/2008

A4 Landscape

<http://lccmapzone/>

Map Scale = 1:75,000



North
Copyright:

This Map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the controller of Her Majesty's Stationary Office (C) Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to Prosecution or civil proceedings. Lancashire County Council Licence No.100923520

The map on the previous page shows the geographical spread of the activity planned in the Burnley area (listed below). This helps us to identify any gaps in coverage and is used to help us decide where we need to target future activity. As the project continues, venues will be added to the map.

Ultimately the Face to Face maps will be available as a resource on the Lancashire County Council GIS system.

Proposed Access Points in South Ribble				
No.	Venue	Free Internet Access	Fixed Venue	Flexible Venue
1	South Ribble BC Gateway		√	
2	Longton Library	√	√	
3	Penwortham Library	√		
4	Kingsfold Library	√		
5	Lostock Hall Library	√	√	
6	Bamber Bridge Library	√		
7	Leyland Library	√		
8	Welcome Hall			√
9	Penwortham Town Council			√
10	Longton Victory Sports & Social			√
11	Be Busy Club			√
12	Bamber Bridge Community Centre			√
13	Wade Hall Children's Centre			√
14	North Brook Primary School			√
15	Lostock Hall High School			√
16	St Oswalds Catholic Primary School			√
17	Cuerden Church Primary School			√
18	Whitefield Primary School			√
19	SRBC Bamber Bridge Leisure Centre			√
20	SRBC Bamber Bridge Tennis Centre			√
21	SRBC Penwortham Leisure Centre			√
22	SRBC Leyland Leisure Centre			√
23	New Progress Housing			√