
OUR VISION FOR A DIGITAL COUNCIL

Customer Access Strategy 2019 - 2022



INTRODUCTION

Our vision is to provide **'high quality and easy to use services that are designed with the customer in mind'** and in this Customer Access Strategy we detail how we are achieving this. It explains how we are transforming the services we provide to the residents of Breckland and how we are making best use of digital technology to simplify the way residents engage with us. We want our customers to have the best possible experience when they use our services and to be able to do so 24 / 7 on any device they choose, and through a variety of channels.

In achieving this there is no compromise in our commitment to understanding our customers and their needs. We aim to increase our customers' control over their experience with us whilst utilising digital channels as a way of delivering services in the most efficient way. We ask those customers who are able to self-serve through the My Breckland account function to do so, whilst we provide support to help those who are less confident in doing this or do not have access to technology, reserving our most expensive methods of support for the most vulnerable.

At a time when expectation and demand is increasing and the resources we have available for us to meet these are reducing,

we must find new delivery methods that meet both the demands and efficiencies required of us.

We will listen to our customers about their experiences with us and use their feedback to make real differences to our services. We want our services to be valued by those who use them. Customers should experience seamless services where they are able to access everything they need from us and our partners in one place. We are committed to providing services that are:

- Consistent and simple
- Easy to use
- Built around our customers' needs
- Flexible
- Cost effective
- Available to all

Our service delivery must be focused on simplifying the way customers access our services, understanding their journey with us, giving them control over the services they use, listening to and responding to their feedback. Services which can be delivered digitally will be, allowing expensive resources to be focused on those services which cannot be delivered digitally and on providing extra support for our most vulnerable customers.



Councillor Alison Webb
Portfolio Holder People and Information



Maxine O'Mahony
Executive Director of Strategy and Governance

OUR VISION

To provide high quality and **easy to use** services that are designed with our **customers** in mind, that are delivered efficiently with improved **value for money**.

To encourage customers to self-serve, wherever possible, so that we can focus our resources on the people who **need our help** the most

To improve the **digital skills** and connectivity of our residents and the region.

- Improving customer experience through better digital services, available 24/7
- Adopting Government Digital Service (GDS) as our benchmark

Customer experience



- Giving our staff and elected members the right digital tools and training to work smarter

Productivity



- Minimising internal cost of services
- Using external providers where beneficial and cost effective

Savings



- Making it easier and more convenient to pay online
- Using digital marketing to promote our traded services

Revenue generation



The majority of residents in Breckland already access the Internet on a regular basis



86% of them
have been online
in the last 3 months



Have all of the basic
digital skills required
to use digital services

50% have access to 4G allowing
easy access to online services



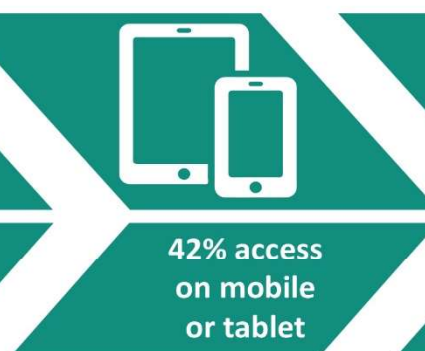
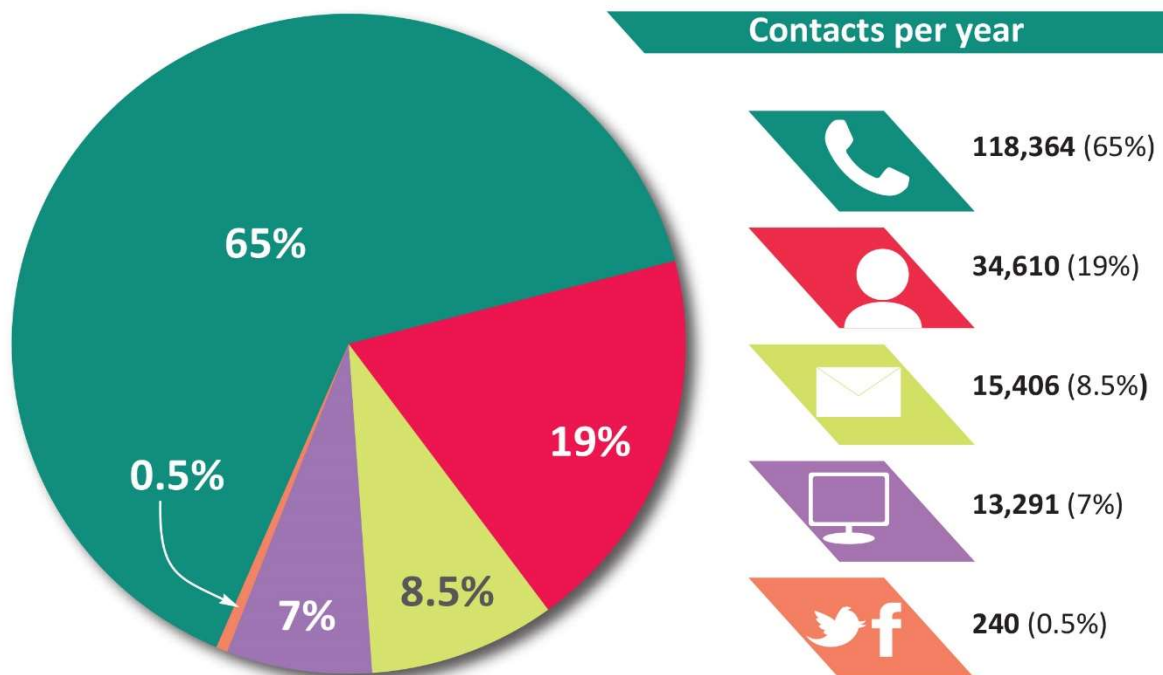
89% have access to broadband
speeds of over 10 Megabits per second

There are approximately
133,000 residents in Breckland



The way our residents contact us is changing...

Over the last three years Breckland Council has made a large proportion of services available online. Take up has been good, however there is still a disconnect in those that access the Internet regularly and those that use our digital services



Our ambition is to close that disconnect and to have more than 50% of customer contacts via digital means by 2022, significantly reducing telephone and face to face contact allowing us to spend more time with those people who are less likely to have direct online access.



OUR DIGITAL AMBITION

1. To always provide the best possible customer experience

We will simplify the ways customers can access our services and give them choice and control. They will be able to choose from multiple channels and be able to pay Council bills or charges 24/7 using easy payment methods.

2. To provide services that are built around our customers' needs

Our services will reflect our customers' needs. We will continue to expand our self-service option through simple user-friendly online forms linking to the **'My Breckland'** customer account. From here, customers can access all the services they need from any device for a consistent customer experience that features less waste and is more productive.

3. To provide online services so good people chose to use them

Our ambition is to provide services that residents want to use – leaving more time for us to support those that need additional support.

4. To focus on those that need support - the digital excluded

Our evolving digital services allow for greater choice and better access to our services and information. We recognise that not everyone has the skills or access to the necessary equipment to take advantage of this and that the rural nature of Breckland offers its own challenges. For this reason we are working with the community to increase customer access to the right technology while also helping to improve confidence of the digitally excluded, so they are better able to access online services. (See appendix 3 - Breckland Council's Digital Inclusion Strategy)

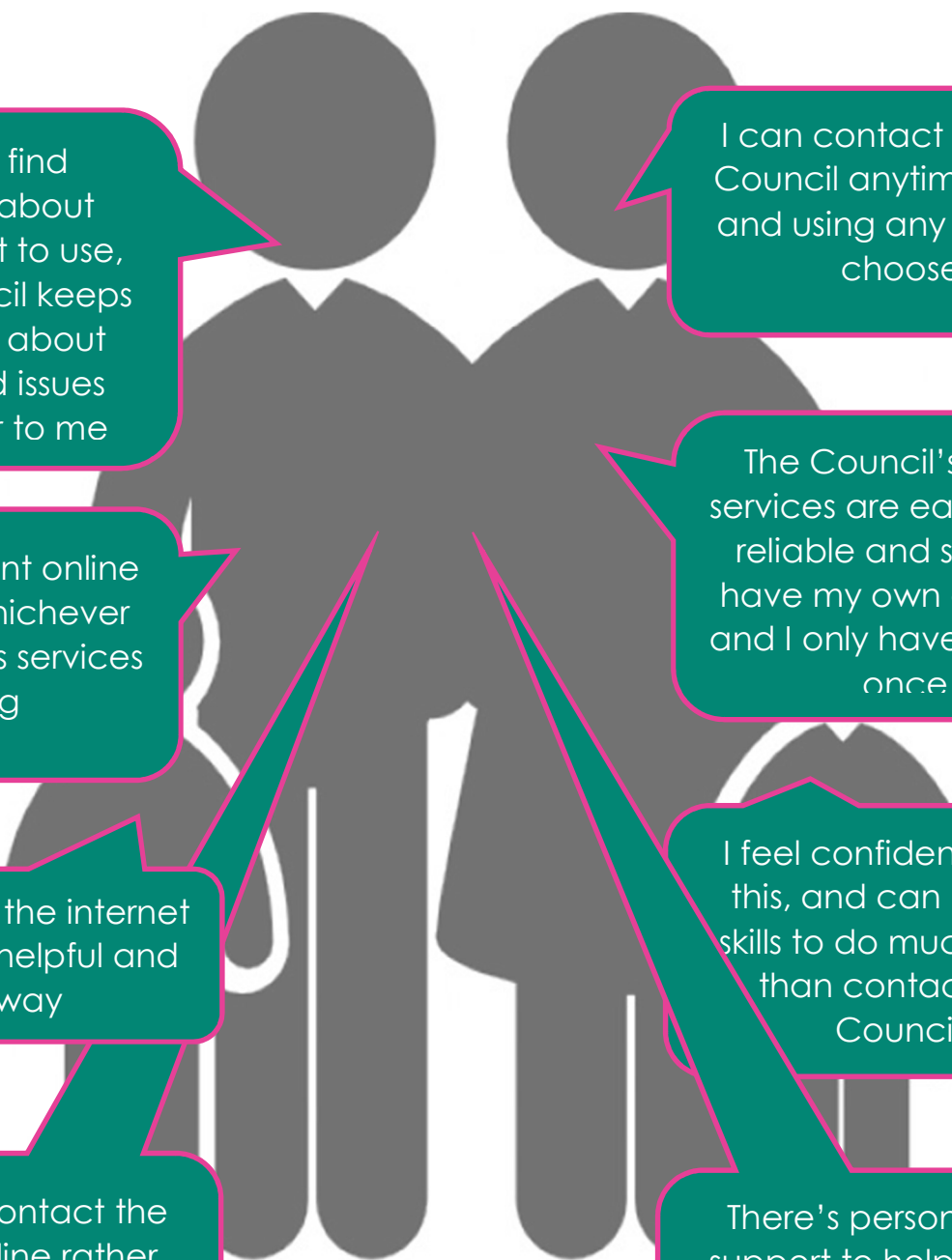
5. Continually look to improve what we do via customer feedback

We will continue to seek public opinion and feedback via our online feedback form and customer surveys. We will use this to help improve our services and products. When launching new services or ways of working, residents will be asked to assist with 'user testing' and we will actively seek feedback to allow positive iteration.

6. Protect customers' data

Ensure that our customers' data is kept safe and will only be kept for as long as it's needed

The customer experience will be a positive one reflected by customers saying:



It's easy to find information about services I want to use, and the Council keeps me informed about changes and issues which matter to me

I can contact with the Council anytime I want and using any device I choose

I get a consistent online experience whichever of the Council's services I'm using

The Council's online services are easy to use, reliable and secure. I have my own account and I only have to log in once

I can access the internet for free in a helpful and safe way

I feel confident doing this, and can use my skills to do much more than contact the Council

I prefer to contact the Council online rather than any other way as it saves me time

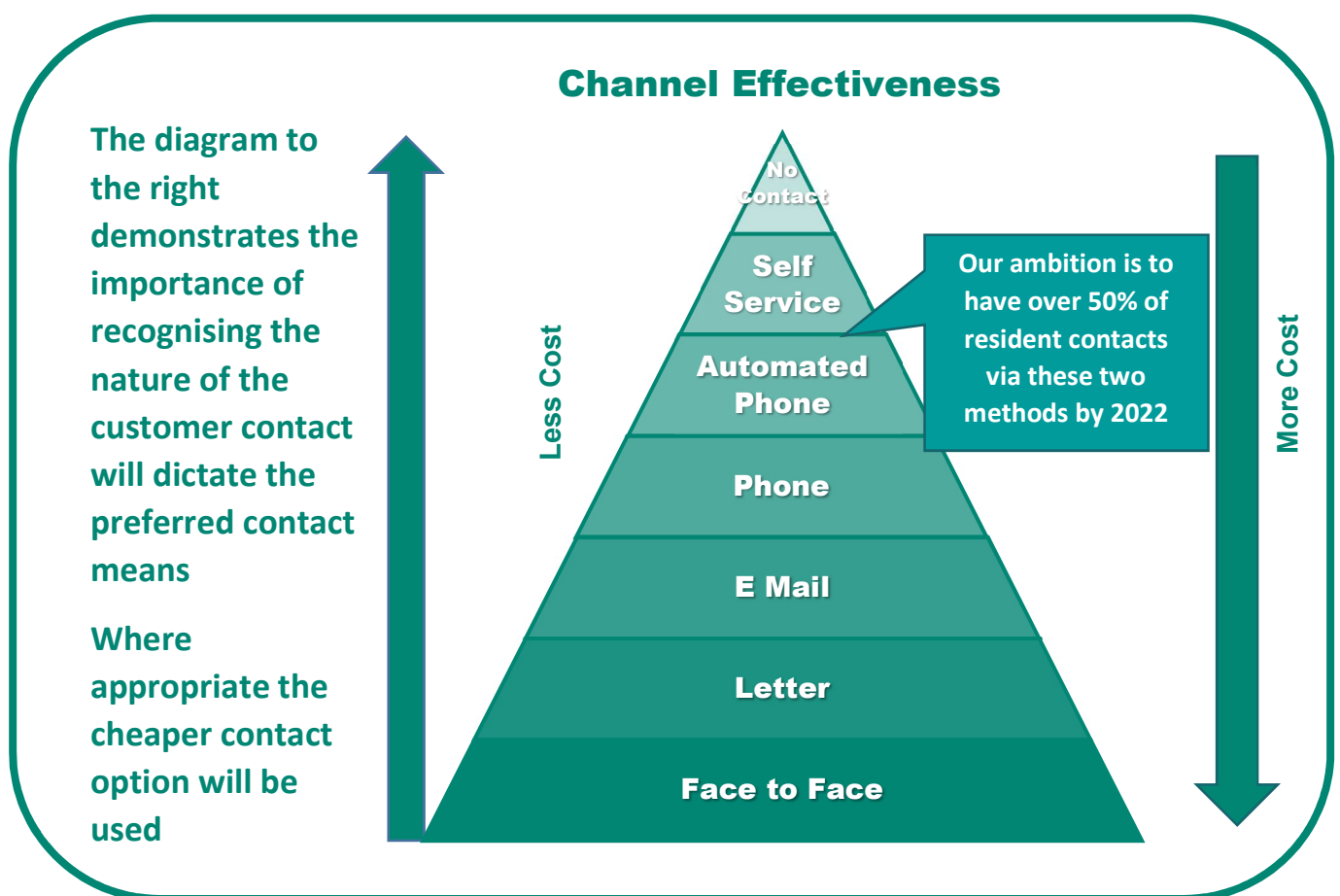
There's personalised support to help me go from an absolute beginner to expert user of the internet



Customer Access Channels Overview

Breckland Council is committed to providing customers with a choice of access methods that best matches the customers' needs.

It recognises that online represents the most efficient means of contact and where possible this will be the preferred channel. However, the Council realises that in some cases alternative contact methods are more appropriate. Eg: not all of its customers have access to online or may lack confidence in using it. In these cases the Council will ensure that other contact methods remain an option and are easy to use, while also doing its best to encourage and support customers to embrace digital.



Contact strategy by channel - in order of preference



Online

- Previous experience with garden waste bin sign-ups has shown that where made simple and easy to use shows us that over 80% will self-serve online.
- Provide easy-to-use, joined-up processes to allow customers to engage with the Council 24/7.
- Give preference to online contact, wherever possible, while ensuring other channels are available to those that need them.
- Expand the **My Breckland** account facility so registered users can access all Council communications and services in one place without the need to re-enter their details. We will continue to add new features that allow customers to view useful information, personalised to their postcode, such as 'planning applications near me'.
- Provide end-to-end, efficient customer journeys by rebuilding our processes and back-office systems.
- Continue the roll-out of online forms to help reduce the number of email contacts.
- Ensure our website is accessible and customers with disabilities are able to use it easily.
- Ensure web content is up-to-date and accurate.
- Encourage website feedback via the online feedback form, respond and act on this in line with our Customer Charter (see page 11).
- Help our customers to use online services when visiting our offices and make sure our online services are promoted and supported by quick guides and online video training guides for those customers who need help.
- Enable staff to communicate with customers whilst out in the community via mobile electronic devices, improving our response times and reducing the need for follow-up contacts.



Social

- Embrace modern means of communications, integrating social media into our standard communication channels and giving it equal weight.
- Use Social Media to communicate quickly and openly with our customers.
- Gain customer feedback about the Council through social media, so issues being discussed in the community are understood and acted upon as quickly as possible.
- We will also use social media to promote events, opportunities and provide alerts in the event of an emergency affecting our Council, or district.



Contact us online form/email

- Replace incoming emails generated through the Council's website by expanding the use of electronic forms and processes. These are available 24/7 and integrate directly into Council systems.



By Telephone

- Have one contact number and reduce direct dialling allowing customers to be helped in a clear, simple and timely way whilst providing the best value for money
- Strive to resolve issues at the first point of contact, without handing off to services
- Sensible use of automation to better direct customers to online services and a single point of resolution
- Answer the phone promptly but not at the expense of other channels (telephone contact will be given **equal importance**, but not preference over other contact methods)



In Person (Face to Face)

- Focus face-to-face on those who need it most
- Help customers get online by using face-to-face as a stepping stone
- Help our customers to use online services when visiting our offices, or those of our partners such as the libraries
- Make sure our online services are promoted and supported by 'how to' guides and online video training guides for those customers who need help



Post

- Post is the least efficient and most time-consuming means of communicating with our customers so wherever possible, alternative communication channels will be adopted
- We commit to reducing printing and postage wherever we can, as this represents a significant cost to the Council and is damaging to the environment.
- Where customers do choose to write to the Council it will be responded to in a timely way, but using alternative cheaper channels where possible.

Breckland's Customer Charter



Right treatment



You can trust us to:

- Do what we say we will
- Be helpful, polite, and treat you fairly and with respect
- Try to understand your circumstances
- Follow Processes correctly
- Tell you what to do next if you're not satisfied with how you've been treated
- Protect your personal information

Get it right



We will:

- Deliver what we promise consistently
- Put things right when we get them wrong and apologise
- Explain things clearly
- Improve by listening to our customers

Keeping you informed



We will:

- Deal with your request the first time you contact us, or as soon as we can
- Tell you what will happen next and by when
- Keep you updated of progress

Easy access



We will:

- Make more of our services available online for you to use at times that suit you
- Help you get online
- Explain clearly how to contact us in other ways

In return we expect our customers to:

- Respect our employees
- Help us save money by using online services where possible
- Recycle where you can
- Tell us what you think of our services in a constructive way

Breckland Council will respond to your contact as quickly as possible but are committed to the following minimum standards:

Channel	Acknowledgement	Stage 1	Stage 2
Online / Contact Us Form	Acknowledgement immediately	Up to 5 working days for full response	-
E Mail	24hrs	Up to 5 working days for full response	-
Phone	Within 70 seconds	-	-
Face to Face	You will be seen within 15 minutes if you have pre-booked your appointment and you arrive on time,	You will be seen within 30 minutes, in order to make an appointment	-
Letter / Post	Up to 5 working days for full response		-
Standard Formal Complaint	Acknowledged within 3 working days	Dealt with within 15 working days of receipt	Dealt with within 20 working days of receipt
Web Complaint	Acknowledged immediately	Dealt with within 15 working days of receipt	Dealt with within 20 working days of receipt
Standard FOI	Acknowledged within 3 working days	Response within 20 working days	-
Web FOI	Acknowledged immediately	Response within 20 working days	-

OUR VISION FOR A DIGITAL COUNCIL

CUSTOMER ACCESS STRATEGY

2019 – 2022

Appendices

Appendix 1 - Our Digital Themes 2018 -2020

<p><u>Theme 1 Digital Place – The community perspective</u></p> <p>We will continue to engage with stakeholders, partners, suppliers and investors across the district and the County in the maintenance, development and design of our communications infrastructure. We will be supportive of applications by telecommunications companies which will result in improved digital connectivity in our area. We will also call on partners to ensure that the broadband needs of our region are met.</p> <p>Opportunity – a connected place Broadband, free internet access reducing digital exclusion, building skills and confidence</p> <p>Opportunity – enabling collaboration</p> <p>Outcome – this theme will support the Council in:</p> <ul style="list-style-type: none"> • Enhancing the lives of customers • Enabling a “smart place” • Providing income opportunities • Facilitating the delivery of community priorities 	<p><u>Theme 2 - Digital Customer - The customer perspective:</u></p> <p>Enabled by the Digital services and information they need, online and via a “channel of choice”. Facilitating an “end to end” service delivery in a user-friendly way, similar to that seen in much of the private sector. This is in response to more and more digital customers that are internet savvy and mobile connected – “how does a digital service enable me”? For example; to consume digital services, communicate digitally, shape personal services effectively, available (24/7) with privacy respected.</p> <p>Opportunity – efficient customer journeys</p> <p>Improved efficient Customer journeys will enable residents and businesses to interact with the Council digitally for better and quicker outcomes</p> <p>Outcome</p> <p>This theme will support the Council in:</p> <ul style="list-style-type: none"> • Enabling customers to access end-to-end services, providing support for them to do so, if needed.
<p><u>Theme 3 Digital Council - The staff perspective</u></p> <p>The workforce will have sufficient training and skills to use the digital tools required; to deliver services effectively and efficiently – delivering positive outcomes for customers by giving our workforce access to the business data and solutions they need, enabled by the best available technology and ensuring they have the skills and proficiency to use them effectively. We will bring together all content onto a single Digital Platform - supporting channel shift to self-service for our workforce and reinforced through the provision of intuitive transactions, which will include the need for “access for all” - including non-networked employees.</p> <p>Opportunity – smarter working</p> <p>Smart working will create a 21st century workforce that is focused on delivering outcomes with bureaucracy minimised through automation</p> <p>Outcome</p> <p>This theme will support the Council in:</p> <ul style="list-style-type: none"> • Enhancing the Council's efficiency 	<p><u>Theme 4 Digital Foundation - A resilient and reliable Infrastructure</u></p> <p>A secure and robust Digital and ICT foundation will enhance the efficiency and responsiveness of the Council's operations, supported by a highly skilled ICT workforce that will take advantage of the latest and emerging technologies and opportunities as they arise. We will take a whole Council approach when implementing our infrastructure, which will include core “Enterprise” components such as; Information, email, voice and data networks, hosting and client devices. We will pursue sustainable and environmentally responsible choices in procurement, pursuing green options and more efficient use of resources to reduce energy usage.</p> <p>The provision of such a level of capability requires a solid and dependable service that will be maintained and invested in on a regular basis. It will also have “appropriate” level of resilience, measured against risk and driven by updated policies; the service will be scalable, delivering capacity to reflect organisation demand and changes balancing the need in delivering “Value for money” for our customers.</p> <p>Opportunity – high availability</p> <p>High availability will ensure Council services are available when and where they are needed</p> <p>Opportunity - digitally capable</p> <p>The Council can build future capability to deliver technology services through a broader range of partnerships including suppliers and other public bodies, e.g. councils partnering with universities, operating digital and/or ICT apprenticeships</p> <p>Outcome</p> <p>This theme will support the Council in</p> <ul style="list-style-type: none"> • Deliver the corporate plan • Deliver the Council Transformation • Delivering themes 1-3

Appendix 2 - Our Digital Principles

We have developed a set of Digital Design Principles, which align with the Government Digital service best practice to inform the delivery of this strategy. All services and their staff are signed up to these principles:

To improve our customers' experience and reduce service delivery costs, you should: understand and adopt these principles

- promote the principles with all your colleagues
- check your services against the principles
- implement the principles
- contact our Web Team if you need new online forms – the Web Team can create these

Where a service is already available online:

- give it prominence in all Council communications.
- remove other channels (except main 'One Breckland' telephone number) from all communications to direct as many customer enquiries as possible to the online channel:
 - do not publish email addresses – use online forms that capture structured data
 - discourage letters or other papers to be sent to the Council – if forms need to be completed, use online forms
 - discourage payment by cheque – it's the least efficient way of taking a payment
- if an online form delivers an email that has to be processed manually, consider whether automation would deliver savings – the form could be entered into a system automatically to save time and effort

Where a service is not yet available online:

- publish all information about the service on the website, adhering to our style and content guides – do not say 'contact us for more information' as all information should be online
- consider whether an online form could be created to capture initial contact details
- if an online form is not appropriate:
 - publish only the main 'One Breckland' phone number
 - do not publish an email address

Where a new service is being considered:

- design the service to be delivered online from the outset – 'Digital by Design'
- avoid the use of any other channels if possible – make it online-only, as:
 - those who don't have their own access to technology can get online using public access PCs in our offices, with help from our staff, if needed; or their local library
 - those who don't know how to use technology can get help from our staff (by telephoning us, or visiting us in person), or through support from friends, family, or neighbours.

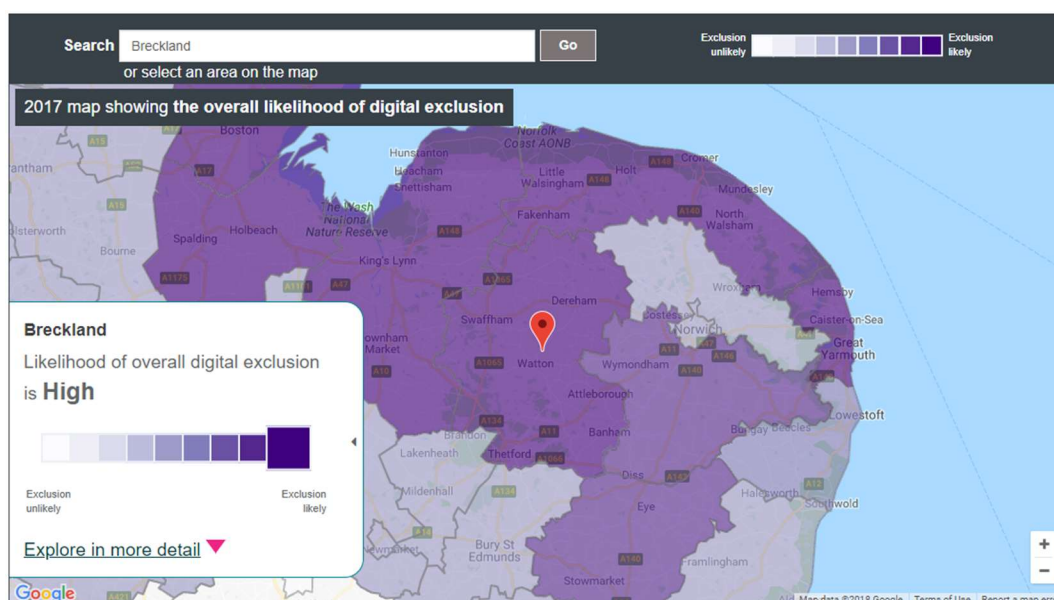
For all services, ask the following questions.

- Is the service available online? If not, why not?
- Are cheque payments involved in the process? If so, put a plan in place to discourage them.
- Is any paper involved in the process? If so, put a plan in place to remove all paper.
- Is an email address published? If so, put a plan in place to replace it with an online form.
- Is your technology integrated so the customer can **automatically be notified of updates and outcomes**, to avoid the likelihood of follow-up contacts? If not, assess the benefits of doing so and, where appropriate, submit a bid for funding to integrate it.

Appendix 3 – Digital inclusion strategy

Danger of Digital Exclusion

- Breckland Council recognises that despite the ever-increasing adaption of Digital there is still a risk of digital exclusion for a percentage of its residents
- The latest Digital Exclusion Heat Map below, developed by the Local Government Association, the LSE and Lloyds Banking Group, shows that the overall likelihood of digital exclusion in Breckland is HIGH, with 25% of its population not having the five basic digital skills. The heat map uses eight different digital and social metrics to calculate the overall likelihood of exclusion.



- Without action there is a danger that residents of Breckland will get left behind and not be able to perform simple tasks both locally and nationally. For example Universal Credit, which is being rolled out across the district requires applicants to have an e mail address and make all claims via online means
- Whilst avoiding stereotyping the sections of the community most at risk are likely to be:
 - Job seekers, including those claiming Universal Credit
 - Low income families, including those with young children
 - Older people (socially isolated people)
 - People with disabilities

Resolution

- We are working with key partners such as Norfolk County Council, Norfolk Library and Information Service and the Department of Work and Pensions to provide facilities where residents can access online services and receive help from trained staff on how to use this equipment
- The Council is committed to championing the need for better broadband across the district
- Either directly or through third parties such as Age Concern, we will help to provide and/or promote 'Silver Surfer' get online courses for older residents
- We will compile and promote Wi-Fi locations and details of free-to-use broadband and digital access across our district, supporting residents to access our services
- Our offices in Dereham and Thetford are being turned into self-service hubs where residents can self-serve, benefiting from the appropriate level of help for their needs
- All new digital services are being built with self and assisted service given top priority, allowing residents to seek assistance at any point when using them. This allows customer service staff to either fully or partially complete processes on behalf of residents using exactly the same online form as self-serving customers, thereby streamlining our processes whilst helping residents get online
- We recognise that despite the increase in – and improvement to – our digital services, there will always be residents unable or unwilling to use them. As a result, we continue our commitment to providing telephone support. However, as more people go online and self-serve, telephone resource will be freed up to spend additional time with those residents that need it most.
- Breckland Council recognises that via its partnership with TechEast and its central location within the A11 Norwich-Cambridge Tech corridor, a significant number of new jobs will be created within the Digital sector. The Council is committed to working with key partners to ensure that the region is ready for this

WiFi and Internet Access PCs in Breckland

You are able to view the address and times we offer help in our Customer Service centres and libraries by clicking on the relevant icon below.



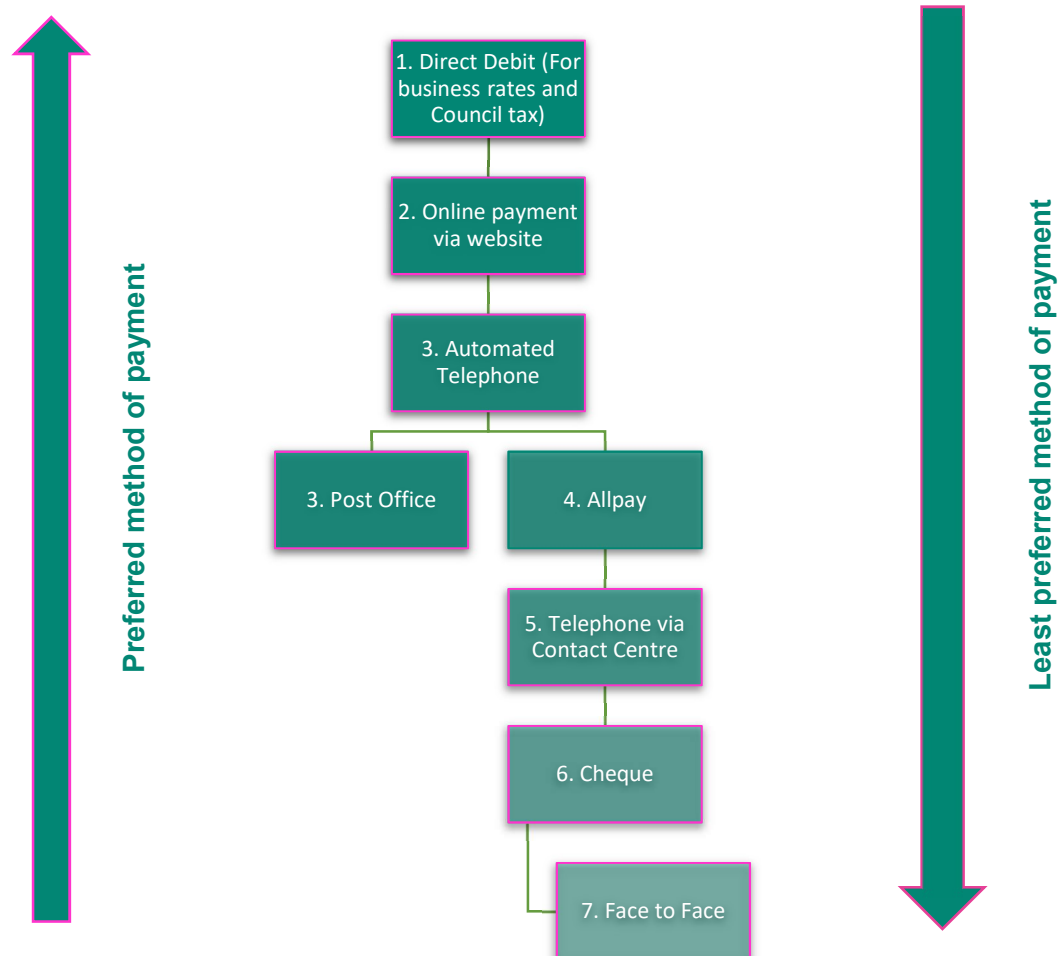


Appendix 4 - Preferred Methods of Payment

Preferred Methods of Payment

The diagram below demonstrates the Council's preferred methods of payment. By using the preferred methods of payment you will be helping the Council be more efficient and help to reduce costs.

Please note that not all payment methods are available for services



Appendix 5 - Breckland's Personas

The personas below are **fictitious** but give real life examples of how this strategy may make a positive difference to the lives of Breckland's residents. It allows service leaders to sense check all proposed changes to working practices

i.e. **"How will this impact Heather?"**

Persona	Customer segment	Preferred Channel	Propensity to channel shift	Services most likely to use								
				Business rates	Council Tax	Rubbish & Recycling	Housing	Benefits	Regeneration	Planning	Anti Social Behaviour	Recreation
Heather	Young Couple	Online	High		X	X					X	X
Chico	Migrant	Telephone	Medium		X	X		X			X	
Jasmin	Young Unemployed	Online	High		X		X	X			X	
Emma	Caring for Elderly Parent	Online	High		X	X	X					
Connie	Elderly Person	Face to Face	Low		X		X	X				X
Charles	Well Off - Retired	Telephone	Medium		X					X	X	
Jim	Business Owner	Online	High	X	X				X	X		
Sarah	Middle Income Family	Phone	High		X	X						



NAME: HEATHER

AGE: 29

FROM: ATTLEBOROUGH

STATUS: EMPLOYED –
SHOP ASSISTANT

**“STRUGGLING TO MAKE
ENDS MEET”**

PERSONAL DETAILS

- Heather works at a local supermarket and has a 28 year old partner called David, who is a farm worker
- She has lived with David since leaving school
- They have a five 5 year old daughter together, called Rosy
- Heather has lived in Attleborough all of her life, her mum and dad split up when she was 10 but they still both live close by
- She has to be careful with money

Interests and hobbies – Family time at the local park. She loves exercise, especially swimming walking and cycling. She loves watching films and meeting friends

Computer experience She uses her tablet for around 2hrs each evening whilst watching TV

Communication preference - Online as she does not have the time or money for anything else

REASONS TO INTERACT WITH THE COUNCIL

- Heather uses the council website to research local events for herself and her children
- As money is very tight she has spent a lot of time enquiring about reduced council tax and applying
- She has problems with noisy neighbours and has report the problem (via telephone) on a number of occasions
- She has used the council website to research the nearest play areas and also public toilets but has found little relevant information, although she has been more successful in searching cinema times
- Heather's bin collection was missed a couple of weeks ago, she tried
- to report this online but wasn't able to so had to resort to telephone
- She has however, been able to check the collection times via the website
- She has also been able reporting dog fouling outside school.
- Heather would like a better job and she often scans the council
- website to look for jobs



NAME: JASMIN

AGE: 18

FROM: WATTON

STATUS: UNEMPLOYED

**“I WANT TO DO MORE
BUT WHERE DO I START”**

PERSONAL DETAILS

- Jasmin is on benefits and budgets are stretched
- She is single and lives with her 2 children who are both under 5 years old in a 2 bedroom flat near the town centre
- She left school with no qualifications
- Jasmin uses her smartphone regularly for gaming and social media
- She depends on public transport
- She worries about her prospects especially as her support network is limited
-

Interests and hobbies – Taking the kids to the park is cheap and easy and keeps everyone active. She likes watching soaps and playing games on her phone

Computer experience Most days via her smart phone. However this is generally limited to checking social media and playing online games

Communication preference - Online using mobile devices but find council and other authority services. Difficult to understand online so tend to phone and sometime visit council offices

REASONS TO INTERACT WITH THE COUNCIL

- Jasmin often muddles government agencies such as the district
- council, DWP, the county council and her housing agency (Flagship)
- She visits her local customer service centre with confusing correspondence; the letters she has received are too long and complicated
- Sometimes she gets behind on her council tax payments. She worries about money and likes the reassurance that speaking to another person gives her
- Jasmin wants to work and but needs help to understand how her benefits would be affected
- Her accommodation is very poor and the area is very noisy, she has complained to the landlord but to no avail, she doesn't know who can help her improve the situation, possibly the council?



NAME: EMMA

AGE: 40

FROM: SWAFFHAM

STATUS: EMPLOYED – PART TIME TEACHING ASSISTANT

“I NEED MORE HOURS IN THE DAY”

PERSONAL DETAILS

- She lives with her husband, Adam (42) and daughter, Hannah (13). Her daughter has just started secondary school
- Emma is a carer for her mother, Gillian (78) who needs regular help
- She recently gave up a full time career to become a part time teaching assistant in the local school

Interests and hobbies – Emma doesn't have any spare time for hobbies although is an active user on Facebook. Hannah is a keen sports person and is a member of a number of clubs. This results in Emma spending a lot of time transporting Hannah to and from events and clubs

Computer experience Based around social media particularly Facebook; Uses online to save time. She mainly uses a smartphone but also uses a laptop and tablet. Has a PDA (Personal Digital Assistant) device for her mother

Communication preference - Online

REASONS TO INTERACT WITH THE COUNCIL

- Emma and Adam pay their council tax via direct debit
- They recently signed up for a garden waste bin
- For her mother, Emma claims benefits and disabled band reduction on her council tax
- She also organises schemes such as garden waste and assisted bin collection on her mother's behalf
- She has arranged for social housing support and disability grants for her mother



NAME: JIM

AGE: 45

FROM: SNETTERTON

**STATUS: EMPLOYED –
ARCHITECT**

***“I NEED INFORMATION
ABOUT.....”***

PERSONAL DETAILS

- Jim is an architect with his own small business operating in Snetterton.
- He currently rents his companies office space from Breckland District Council
- Jim employees three people within his business and it is doing well, however he aspires to achieve modest growth within his business focussing on local work in order that he can spend time with his family
- He is married to Annette (46) and has two young children, Hugo (5) and Isabel (2)

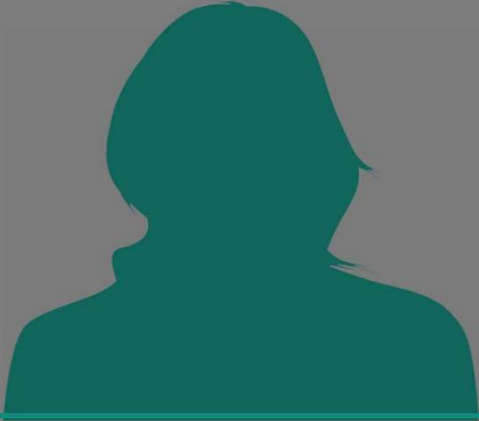
Interests and hobbies – Jim enjoys playing sports, especially golf and squash. He often uses these opportunities to join up with professional contacts and friends. Jim is very interested in local investment matters and is a member of the Chamber of Commerce. Jim likes to spend time with his children and take advantage of council hosted facilities in the area

Computer experience Jim is a high end computer user. His job relies on his use of Computer Aided Design software and extensive internet usage

Communication preference - Jim likes to digest information from web, email and phone channels. He doesn't like to spend unnecessary time opening letters or having to read through newspapers

REASONS TO INTERACT WITH THE COUNCIL

- Jim interacts with the organisation extensively in order to liaise with the planning department. He also uses this avenue to find out about grants which could be applied for in the commissioning cycle of his work
- Jim is always interested in the economic development of the area because it serves as an opportunity to get new business
- Jim is hopeful of picking up council business and has attended its 'meet the buyer' events. He often contacts the organisation in relation to procurement and contract activity
- Jim contacts the organisation in respect of his business rates
- Jim's current opinion of the organisation's offering of information is that it achieves its required objectives, however it is not intuitive. It is a bit of a guess as to who he needs to speak to and it is not a streamlined process



PERSONAL DETAILS

NAME: SARAH

AGE: 52

FROM: LITTLE ELLINGHAM

STATUS: EMPLOYED –
MORTGAGE ADVISER

***“I’D LIKE TO USE THE
INTERNET MORE BUT I’M
NOT SURE I REALLY
UNDERSTAND IT”***

- Sarah lives with her husband Rob who is also 52 and they have three children who have all left home
- Their eldest daughter, Charlotte (30), has recently had a baby so Sarah spends a lot of her free time with her
- Sarah lives for her holidays which she enjoys with Rob
- She enjoys her work but she is no longer career minded and is happy to remain in her current role

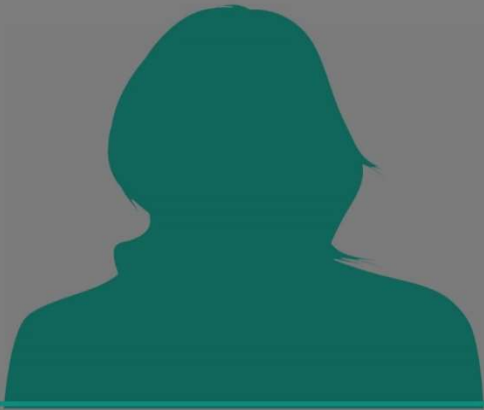
Interests and hobbies – Sarah enjoys her holidays. She attends a weekly aerobics class as well a weekly aqua aerobics classes. Sarah enjoys swimming when time allows. She also enjoys reading and tends to use her kindle rather than books

Computer experience Limited but she uses computer for work. Her guilty secret is playing Candy Crush when she has a spare minute

Communication preference - On line wherever possible as long as it’s easy to do

REASONS TO INTERACT WITH THE COUNCIL

- Sarah’s has limited reasons to engage with the council other than paying her council tax, which she does by direct debit
- Both Sarah and Rob were keen to vote at the recent election but weren’t sure if they needed to ‘register’ or not so they phoned the council just in case.
- They have used the council website on a couple of occasions to check their bin collection times, particularly close to bank holidays
- They have recently renewed their garden waste subscription online but were surprised that they couldn’t pay using a credit card



NAME: CHICO

AGE: 32

FROM: THETFORD

STATUS: EMPLOYED –
MORTGAGE ADVISER

***“I WANT A MORE SECURE
FUTURE FOR MY FAMILY”***

PERSONAL DETAILS

- Chico moved to Thetford from Portugal in 2010 with his wife, Carolina aged 27 and children, Afonso aged 10 and Adriana aged 8. His brother had moved here the year before
- He works as a farm labourer on a zero hour contract and his wife works part time at a local food store
- Chico has ambitions to become a mini cab driver and is working hard to save the money for a car as well as supporting his family
- The family rent a 2 bedroom semi detached property from a private landlord and do not own a car
- Although the family speak basic English they find bureaucratic processes confusing

Interests and hobbies – Family days out spending time at the Castle Mound park and taking walks in the fore. Watching TV. Spending time at home with the children.

Computer experience Use mobile phones and tablets (doesn't own a desktop computer) Regularly online and enjoy good broadband access and use mobile 3G/4G networks

Communication preference - Online using mobile devices but find Council and other authority services difficult to understand online so tend to phone and sometime visit Council offices

REASONS TO INTERACT WITH THE COUNCIL

- The family have experienced issues on the estate involving young people driving noisy cars late at night and have had contact with the ASB team
- They have tried using the council website to research kids school holiday activities and also leisure centre details
- They have reported issues with their previous private rented accommodation, the result of which is still ongoing
- The families council tax payments have been in arrears in the past when regular work was not forthcoming
- Chico has had notices in the past from the council regarding the wrong sort of waste being put in their recycling bin
- To provide additional income in the winter months Chico would like to become a taxi driver so is starting to look into taxi licencing



NAME: CONNIE

AGE: 74

FROM: DEREHAM

STATUS: RETIRED – SHOP ASSISTANT

“I DON'T LIKE TO MOAN BUT”

PERSONAL DETAILS

- Connie was born and lived all her life in Norfolk, in and around Dereham
- She now lives alone, her husband died two years ago and life has been a struggle in recent years
- She has a visual impairment that means she can no longer drive and has to rely on neighbours and friends for transport to her regular hospital appointments
- Her family consists of a son Richard (52), his wife and two children. They live 50 miles away and she doesn't get to see them as often as she'd like

Interests and hobbies – Most days she has a visit from a neighbour or two and they enjoy talking about old times and people they both used to know. As a regular churchgoer all her life, Connie attends the church coffee mornings and the monthly day trips to Norwich. Baking has always been a big part of her life and she continues to bake for the church fete and other events throughout the year.

Computer experience None, but the family have promised to buy her a tablet to help keep in touch with them

Communication preference - Phone

REASONS TO INTERACT WITH THE COUNCIL

- Connie lives in social housing, a bungalow which suits her but the garden has become too much for her, as has getting the refuse and recycling ready. A neighbour suggested she could get assistance and she now has assisted waste collections
- She has various housing issues relating to her aging bungalow which needs continual repairs to plumbing and guttering
- Connie claims disability benefits, including a Council tax reduction
- In the last few months there have been regular visits to her front garden from stray dogs. She was advised to log and report these so the dogs can be rescued for their own safety; as a result the Council dog warden has visited her to investigate