



Cross Border Observatory to Optimise Public Service Delivery (CBOOPSD)

Dissemination Report December 2011





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The CBOOPSD website contains project information and contact details: www.en.cboopds.eu/

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Editorial



I am delighted to share with you the results of the Cross-Border Observatory to Optimise Public Service Delivery. This project has built new tools to help public authorities understand local communities. The

project partners have shown that through increased understanding and stronger evidence, more appropriate targeted services can be designed leading to greater citizen satisfaction whilst importantly balancing cost and risk to public authorities.

We are proud that we have a history of effective partnership working across the channel, particularly with Pas de Calais and Communes within the Pas de Calais administrative area. This partnership is recognised in the important declaration to partnership working signed by Paul Carter and Dominique Dupilet in 2005, and with our ongoing commitment to each other through our annual summit and many cross border projects.

Pas de Calais and Kent are comparable in area, have similar demographics and a similar urban and rural mix. There are pockets of high unemployment and a sizable minority of socially less well off citizens. Both areas have also experienced a decline in heavy industries in the last few decades, with for example coal mining being part of a common heritage. As authorities we are also faced with similar issues around our response to the global recession, the effects of an increasingly ageing population, and our desire to provide effective services.

We are grateful that through this Interreg IVa 2 Seas funded project we have also built relationships with new partners in the

Audomarois area. In particular with the Communauté d'Agglomération de Saint Omer, the Communauté de Canton de Fauquembergues and with Agence d'Urbanisme et Développement de la Région de Saint-Omer. In Kent the project has benefited from two established partnerships, the Kent Connects ICT partnership and the Gateway public service delivery partnership. We are very grateful for the support of the Joint Technical Secretariat and the Interreg IVa 2 Seas programme for funding and guidance in delivery of this project.

The global recession is a huge challenge for all in public service, elected member and technical officer alike. I believe that we all aspire to deliver effective services, which deliver real impact and positive outcomes for our citizens, but this is a huge challenge with reduced resources. This project, the Cross-Border Observatory to Optimise Public Service Delivery has successfully built tools and techniques to help us understand local populations and their needs, and also tested how we might then use the knowledge from these tools to provide our services in different ways.

The project has led to really tangible outcomes such as the Maison des Services Publics in Fauquembergues and Gateways such as in Sheerness, with services tailored to local population need. The project has also led us to think about the wider population, and which citizens are most likely to utilise services online.

I commend this report to you and hope that through reading the text and case studies you can see how the lessons learned might be applied to your own context.

A handwritten signature in black ink that reads "Michael Hill". The signature is written in a cursive style with a horizontal line underneath the name.

Councillor Michael Hill, Cabinet Member for Customers and Communities, Kent County Council



For over three years, teams from Kent and Pas-de-Calais have deliberated and worked together to improve the public services delivered to inhabitants in our regions. Sixty years after Robert

Schuman's declaration, we have contributed yet again to showing that Europe will be built through concrete achievements.

What has the CBOOPSD project demonstrated?

Above all, it has highlighted that Europe also belongs to its citizens, who value their public services and want to prove that they can adapt and be key innovators in public service improvements. The idea behind CBOOPSD was that we should give ourselves the means to better understand customer expectations and involve customers, sometimes in designing the services our authorities deliver, so that we may provide the most appropriate and best targeted solutions.

Local public services must be accessible to all. The main function of public authorities is to provide public services to its citizens; this is one of the main things our fellow citizens expect of us. Moreover, they have the right to demand equal access to services, as they contribute to providing them through their taxes.

More than ever, during these difficult times for many people who have been affected by the global crisis, the delivery of employment, social aid and cultural public services is essential. At the same time, the financial crisis has contributed to reducing local authority resources, meaning they must continue to provide services but with increasingly limited means.

Today, there are therefore two opposing hypotheses. In the belief that it will help achieve cost savings, the first is to withdraw, relocate and

centralise some local public services in more densely populated areas in order to improve efficiency. The result being to reduce opportunity for some groups of inhabitants and make customers who are already in difficulty or unable to travel more vulnerable. The second hypothesis consists in finding new opportunities and new solutions to improve service delivery and quality at a sustainable cost.

This is the direction that Pas-de-Calais has chosen to take with its CBOOPSD partners in Kent and Audomarois, maintaining optimised, consolidated public services in their current location and developing them with shared resources, by designing new online services tailored to changes in customer behaviour and then adopting common strategies to optimise the location of new facilities.

Fulfilling customer needs and providing local services are priorities for Pas-de-Calais Conseil Général and the cornerstones for its policies and initiatives.

Whether you are a councillor, public sector employee or citizen concerned with these issues, this report will help you understand what the CBOOPSD cross-border partnership has achieved and will provide you with the necessary information and contact details should you wish to become involved in projects using a similar approach.

Michel LEFAIT

Vice President of the Pas-de-Calais Conseil Général responsible for Events Policy, European Affairs and Communication

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Introduction

Pas de Calais and Kent are comparable in area, have similar demographics and a similar urban and rural mix. There are pockets of high unemployment and a sizable minority of socially less well off citizens. Both areas have also experienced a decline in heavy industries in the last few decades, with for example coal mining being part of a common heritage. As authorities we are also faced with similar issues around our response to the global recession, the effects of an increasingly ageing population, and our desire to provide effective services. Seeking to ensure greater coherence by linking partner public services together, improving the efficiency of service delivery and tailoring services to the needs of all, whilst simultaneously tackling disadvantage.

Kent Partners (14)

Across the UK, local government bodies are organised into a mixture of one-tier and two-tier systems. In Kent, there are two levels: a county council and 12 district councils. Kent County Council provides public services including schools, libraries, social services and public transport. The district councils cover smaller areas and provide more local services, including council housing, gyms and leisure facilities, local planning, recycling and refuse collection. District councils with borough or city status may be called borough councils or city councils instead of district council, but their role is exactly the



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same. The 14th partner within Kent is Medway, a 'unitary authority', where there is just one level of local government responsible for all local services.

The population of Kent and Medway is 1,684,100. The population estimates for each of the local authorities can be seen in the table below:

Local Authority/ Project Partner	Population Estimate 2010*
Kent County Council	1,427,400
Medway Council	256,700
Ashford Borough Council	115,500
Canterbury City Council	153,200
Dartford Borough Council	94,600
Dover District Council	106,900
Gravesham Borough Council	99,600
Maidstone Borough Council	149,800
Sevenoaks District Council	114,100
Shepway District Council	101,200
Swale Borough Council	133,400
Thanet District Council	132,200
Tonbridge & Malling Borough Council	118,800
Tunbridge Wells Borough Council	108,200

*Source: Mid Year Population Estimates, Office for National Statistics (Crown Copyright)

2010 estimates released 30 June 2011. All figures are separately rounded to the nearest hundred and therefore may not sum.

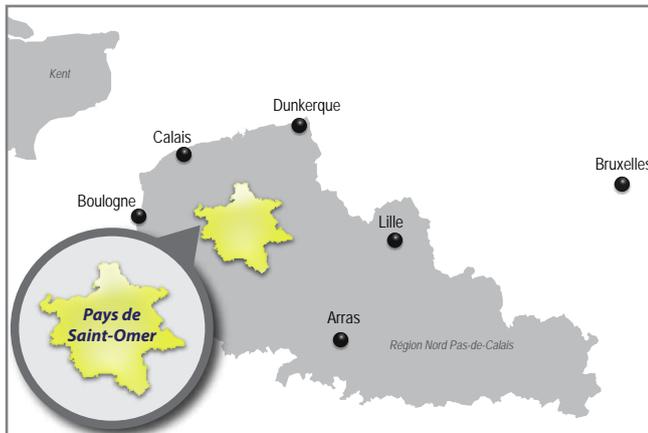
Pas-de-Calais Partners (4)

Pas-de-Calais is a French département comprised of nine territories with intermunicipal authorities or EPCI (Etablissement Public de Coopération Intercommunale), which are responsible for social services, cultural facilities, town and country planning, secondary schools, sport and public transport.

Audomarois, with its five intermunicipal authorities (one urban and the remainder rural), is one of these nine territories and was chosen to be the experiment area for the CBOOPSD project.

The CASO (urban authority) and CCCF (rural authority) are the project partners from the Audomarois area and they each have complementary responsibilities within Pas-de-Calais including childhood development and social integration.

The urban planning agency, AUDRSO, is the last project partner and works very closely with the intermunicipal authorities in the area, providing its expertise and services for developing and implementing projects throughout Audomarois. It also centralises statistics within theme observatories that are used to carry out territorial analysis.



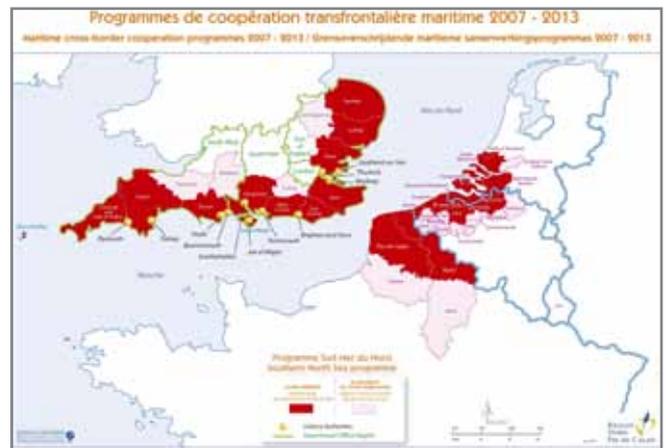
Estimation INSEE, 1st January 2008
 Pas-de-Calais: 1,460,000 inhabitants
 Audomarois: 118,000 inhabitants
 CASO: 64,000 inhabitants
 CCCF: 9,300 inhabitants

Kent County Council and the Département du Pas de Calais have developed a close working relationship over the years. A Partnership Agreement was signed on 8 November 2005 which has led to the development of a number of joint projects of mutual benefit, for example in the field of tourism or the improvement of public

services. An annual meeting between the Leader and President reviews progress over the previous year and establishes priorities for the future.

Funding

The project team identified the Interreg IVA 2 seas programme as a potential funding source for this project. The Interreg fund exists to promote cohesion between EU member states, promote sharing of good practice, and joint solutions to common issues. Interreg is part of the European Regional Development Fund (ERDF). ERDF is match funded with existing funds from partner organisations or other sources at 50%.



The 2 Seas programme has 3 priorities, the third, Improving quality of life, set the aims and aspirations of this project. This priority focuses on creating a better living environment for the programme area's inhabitants as an important building block for the region's competitiveness and attractiveness. Operationally the CBOOPSD project addressed the programme priority to improve the quality of services to the population, including mobility and health care facilities. The bid for this project laid out that the project would establish, evaluate and promote a cross-border model that would use customer profiling techniques to improve the delivery of public services to all sectors of the community on both sides of the Channel. On 12th November 2008, the bid was approved to the value of €4.48 million enabling the project to commence.

Context

The global context for local authorities

The general context for the project was to identify how to provide high quality, easily accessible services to all customers, in particular the hard to reach, and those living in rural areas. There continues to be a core of socially less well-off customers who often use multiple public services. This group generally does not have access to the internet and relies on public transport facilities, so they need to have easy access to public service access points.

Despite the benign economic conditions prior to the commencement of this project there were still groups of less socially well-off customers that required public services but often found access to these services difficult.

The situation was then exacerbated by the economic crisis that started in 2008, the economic and social consequences of which can still be felt today.

Despite the substantial aid provided by governments to avoid the threat of an economic collapse and a systemic banking crisis, a worldwide recession ensued, leading to a slackening in international trade, an increase in unemployment and a drop in the price of consumer goods. The crisis was also marked by a high increase in petrol and commodity prices. These trends put a great deal of pressure on local authorities at a time when social needs were increasing for a population that was more and more heavily affected by the crisis.

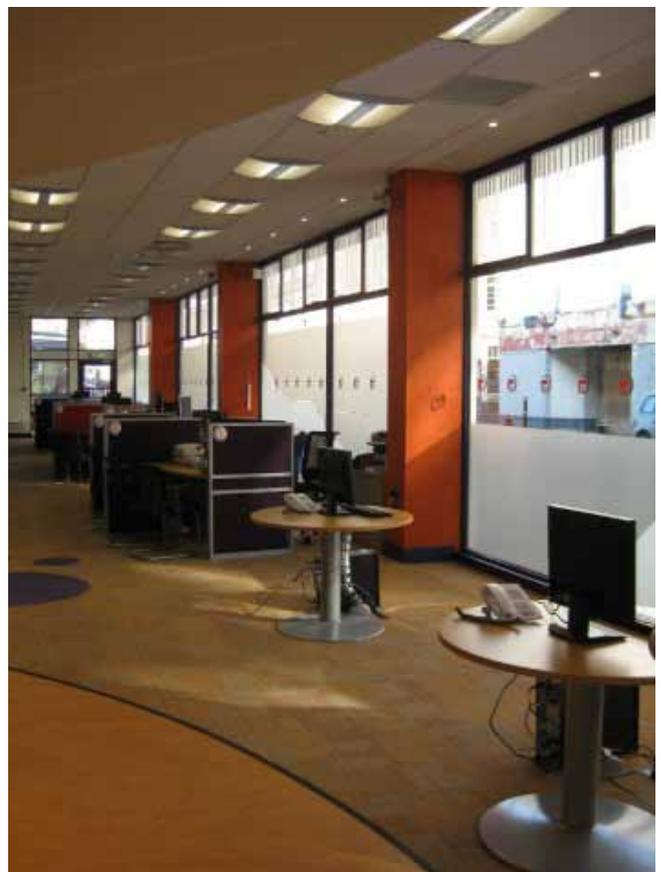
Widespread budget restriction policies were put into place that will probably have a lasting effect on European countries. Local authorities were the first to be affected and found themselves forced to rationalise their own policies and

services. At the same time, a drop in economic activity resulted in unemployment growth and a lack of job security for an increasingly vulnerable population that had to deal with an increase in the cost of living and higher transport, housing and energy costs.

The rising cost of travel and transport, linked to the surge in petrol prices, worsened with the economic crisis. Transport became such an acute issue that it was essential for it to be taken into consideration in the strategies implemented by local authorities.

The climate resulting from the economic crisis forced public authorities to adjust their policies in response to the new challenges

The direct consequences of the economic crisis for both French and British local authorities were local budget constraints and a reduction in



revenue funding for operations and reduction in capital to invest. This resulted in reduced ability to recruit and sustain public sector worker roles and the need to focus expenditure more closely on customer outcomes, in order to make savings and achieve improved investment efficiency. This downturn placed the public sector under a great deal of pressure, forcing them to develop policies that would take this new, relatively restrictive context into consideration.

The context for public services

In the same way as the economic crisis struck state and local authorities, local public services were directly confronted with the increasing social impact of the recession in their area, where demand for services was still as high, and increasing in some areas, for example housing benefit. Given the influx of customers with a wide variety of individual expectations and the need to modernise services while reducing expenditure, public services had to innovate to follow the changes in society. It was essential for the authority to provide efficient, quality services, while striving to reduce location specific and social inequalities.

At the same time, technological advances have completely transformed the way in which we find information, learn, work and communicate. Information and computing technologies can be used as a lever for public services by bringing them closer to customers. The use of technology to provide personalised services on demand has grown as customers look for better quality, more responsive performance and easy access to public services, rather than having to visit their local service access point. ICT can contribute to improving access to services, enabling authorities to tailor services to meet customers' specific needs and access them as and when they want. Although the internet has helped create a new channel for public services to communicate with customers and made access to public services



easier, we must not forget that part of the population remains isolated. New technologies must therefore be used in addition to neighbourhood services, which provide a physical presence for inhabitants (particularly in rural areas where fewer households have internet connections).

As customers have become more aware of the range of services available they wish to be more involved in how services are provided and delivered. Customer participation, whether it be for creating new services or assessing local policies, is necessary both for gaining insight into inhabitants' needs and ensuring that effective measures are taken by the public authorities to meet them.

A new order for public services: resources for improving service quality

A strategy has to be developed with local stakeholders in order to achieve a coherent range of efficient services. Partnerships are therefore vital, as they enable dialogue and resource optimisation by pooling shared resources at a time when budget constraints mean that resources are more limited. The development of partnerships based on public service delivery strategies must be based upon customer needs and expectations if they are to prove effective.

Customers with varied needs

In France, customers have often been studied from a sociological angle, analysing service relations and interactions at a face to face level. The use of new technologies and the move to online services has enabled the role of public services to be reassessed and a modernisation process launched, which has had an impact on the way public services are delivered.

In England, customer participation is often linked to the notion of a “stakeholding government.” This perception of government, which aims to introduce participation in decision-making with a wide and diversified group of participants, including customers, raises questions as to how interested parties can actively participate. Given the general disengagement of the public, symbolised by a lack of participation in national and local elections, any involvement of customers in the decision making process will send out a positive signal to the public. This is reflected in debates nationally and locally around the “Localism” agenda.

The change from a supplier led to a customer led rationale, where public service providers understand customers’ needs and services evolve according to these needs and expectations, implies a shared vision of providers and customers.

Efficient customer communications and marketing of these services will ensure a customer centric approach to service delivery. In addition to involving customers in service delivery improvement, it is essential to set up methods that will provide better insight into customer needs.

The internet has obviously improved access to public services and helped to provide the means for the public to communicate and interact, but a proportion of the general public remains excluded. Moreover, in addition to the difference

between those that are comfortable on the internet and the households that are not, other inequalities can be seen amongst inhabitants, and public services must therefore adapt to guarantee good access and continue to tackle disadvantage.

New ways of understanding target customers with diversified needs

Amongst public service users, target customer groups can be identified in accordance with the services offered:

- Health services and home care => elderly dependants and the disabled
- Childcare, maternal and child welfare, school and extra-curricular activities => children and teenagers
- Social, employment and local development services => people in need of social integration

In addition to target groups, there are also public service users in difficult situations who, depending on the service, find themselves faced with access difficulties or are unable to understand the sometimes complex formalities and procedures that face them. Therefore, whether we are considering targeting customers for specialised services or households in difficulty, their profiles and needs should be a prerequisite for public service improvement work.

The local geographic context to be taken into consideration

As well as the various customer profiles that reflect needs, depending on the service, the local geographic context also adds other factors that must be taken into account. In some locations there are diverging demographic trends: between urban areas (with a stable or decreasing population), and rural areas (often with a growing

population). Urban sprawl has resulted in an ageing population in some town centres making them less attractive to young households, who move to outlying suburbs.

Moreover, pockets of poverty are concentrated in sensitive urban areas where isolation limits inhabitants' mobility. Public services must therefore adapt to an ageing population while fulfilling the increasing needs of young people who have been affected by the economic crisis. In rural areas there is a distinction between communities with an increasing population, where developments are necessary to meet the demands of inhabitants that are becoming increasingly similar to those of town dwellers, and areas that are becoming depopulated due to a lack of facilities and insufficient affordable housing, where access to public services is difficult because their remote location has meant it is uneconomical to provide services locally.

It is therefore essential to take the local geographical dimension into account, and more specifically, the challenges linked to location differences, as they highlight the different profiles of the public service users who live in the area.



Taking customer expectations into consideration when improving public services

Given the context shared on both sides of the Channel, one of the main objectives for the project partners was to offer simple and easy access to public services for customers in their area. The Lisbon and Gothenburg strategies aim to improve the environment for inhabitants in the programme zone and also the competitiveness and appeal of the region. The aims of this project are in line with these strategies, as they target the means available to improve the health and living environment of inhabitants by improving the quality and access to public service. Partners will achieve this by enabling the general public to participate in service development and delivery, as stipulated in the General Purpose section of the 2 Seas Programme, Priority 3.

Increasingly, the public sector is asked to improve the quality and efficiency of public services, while ensuring that no customers are excluded or disadvantaged from using the services because they cannot access them. The project partners therefore chose to develop dedicated customer insight tools for public service delivery comprising of shared information and methods, aimed at councillors and officers to increase understanding of local situations and find targeted solutions to problems. The observatory is designed to be a useful tool to support decision-making enabling policies to be as well matched as possible to the public's needs.

The project objectives that would enable the creation of an observatory were as follows:

- Make use of similar experiences in Pas-de-Calais and Kent in order to better understand customer needs in the two regions and ensure that equal access to

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- services is provided to all groups.
- Share best practice amongst the project partners in order to create a model for delivering the most efficient and the most effective services for each customer group, particularly those that are the most underprivileged and the most difficult to reach.
 - Recommend investment targets for the project partners (e.g. the most relevant location for service centres and the most appropriate access strategy for customers) to ensure they fulfil customer requirements and that services are as efficient as possible.
 - Ensure that customers have equal access to services and that no groups are marginalised.

In this way we planned to enhance our knowledge about customers (customer insight) and therefore improve public service delivery, while strengthening cross-border relations by creating a shared model for both regions.



Problem Statement

The public sector is under growing pressure to improve service quality and efficiency, and ensure that no users are excluded, despite increasingly limited budgets and resources.

There is a need to improve customer satisfaction with public services, and improve efficiency of services by understanding citizens needs better.



Hypothesis

By implementing research, service planning and marketing techniques previously not used by the public sector, the partners will work together to understand communities and localities through the use of software tools such as customer profiling and segmentation, mapping and accessibility to public facilities. Partners will be able to identify where and how services should be delivered. This will provide evidence of customer needs, which can be used to plan both future capital and revenue spending, and asset realisation. They will become public sector leaders in this area of expertise.

The project partners have to find solutions for similar public service delivery issues, which are to:

- Provide simple and easy access for all
- Share existing services in order to improve coherence
- Ensure efficient public service delivery
- Target customers that are hard to reach by adapting services to make them more accessible and ensure they fulfil specific needs.

The Implementation Strategy

Different customer insight tools were used on either side of the Channel and cross-border strategies applied to the resulting improvement projects.

It was necessary to develop different tools due to differences in national legislation regarding the way public services are defined and legitimate access to key data. Nevertheless, given the shared context and converging strategies, the improvement projects developed in Kent and Pas-de-Calais were based on a common rationale.

The Kent partners were able to identify a supplier who had such tools readily available, whereas no such tools were available in France, although early research appeared to indicate that such tools could have been available. The French partners therefore had to identify a supplier that could help develop within the limitations set out by the French government's data protection laws. This meant CG62 and its partners had to develop the tools in-house, with the help of consultants, which caused delay to the project timetable and forced a change to their planned methodology for developing such tools. The cross border partnership worked closely together, the Pas-de-Calais partners learning from the experience of the Kent partners and the Kent partners gaining a greater understanding of how to develop and apply the tools, which helped with the fine tuning of the Kent and Medway tools. Although the tools developed differ due to local constraints, the implementation and application of the tools follow the same methodology for service improvement.

The Kent & Medway Tools



The Kent and Medway partners developed customer insight tools based on Mosaic. Mosaic is a classification system designed by Experian to profile the characteristics of the UK population. Each household in the UK is classified as belonging to one of 15 groups and 69 types. This process has been taken further in Kent where county specific data has been included in Experian's model to re-segment these 69 UK types into 13 groups relevant only to Kent. These groups identify clusters of individuals and households that are as similar as possible to each other, and as different as possible from any other group. They describe the residents of a postcode in terms of their typical demographics, their behaviours, their lifestyle characteristics and their attitudes. These practices have been carried out by the private sector for many years and are only now being adopted by the public sector.

The Service Delivery Framework (SDF) is a tool to understand service use for each group. It is a 'live' document that is being updated as analysis is being done and data sets are identified. Each partner has their own tab within the tool that contains their own profiled service data but they can also review other partners to look for similarities and differences to enhance partnership working opportunities and sharing of best practice.

K&M Group		Group Description		Household Information		All Partners Combined Data									
				Count of Households in Kent & Medway	Percentage of Households in Kent & Medway	Council Tax Band (Approx)	Spent Adult Budget (Approx)	Annual Cons. Exp.	Property/Car	Domestic Cost	Single Adult Discard	Council Tax Method of Payment	Housing	Other	
E	Group of retirement leas people with some health issues, mainly owning their own homes	36,459	4.99%	Below Average	Average	Low	Below Average	Low	Below Average	Average	Below Average	Low	Below Average	Average	
F	Singles and divorcees approaching retirement, mainly living in privately rented flats and bungalows	51,502	7.04%	Below Average	Average	Low	Below Average	Low	Average	Average	Below Average	Low	Below Average	Average	
G	Younger professionals with children, some living in ethnically diverse neighbourhoods	99,970	13.67%	Low	Low	Above Average	Average	Average	Average	Average	Average	Below Average	Below Average	Below Average	
H	Young singles and couples in small privately rented flats and terraces in suburban areas	31,853	4.36%	Below Average	Low	High	High	High	Above Average	Low	Average	Average	Average	Average	
I	Transient young singles, no families and students, renting terraces in areas of higher urban diversity	26,524	3.63%	High	Low	High	High	High	Above Average	Low	High	High	High	Low	
J	Private care & private nursing facilities, living in residential care or care homes with higher levels of expenditure	104,890	14.35%	Average	Average	Above Average	Above Average	Above Average	Low	Average	Average	Average	Average	Average	

The Pen Portraits are a 'user guide' for use when carrying out analysis. They give detailed information on the characteristics, behaviour and preferences of each group to inform service

delivery. This tool also includes data on the likelihood of the group to access/use services and maps to identify where concentrations of this group are found across Kent and Medway.

K&M Group A

66,526 households, 9.10% of households in Kent and Medway

Key Features

- Older residents
- Male
- Long length of residency
- Large detached houses
- Rural settings
- Owner occupiers
- Some self-employed
- Very high incomes
- Living comfortably
- Well educated
- Pay by direct debit
- Little interaction with council

Partner Authorities

Ashford	8,200
Canterbury	4,780
Dartford	1,953
Dover	2,578
Gravesham	2,300
Kent (KCC)	66,646
Maidstone	7,875
Medway	1,881
Sevenoaks	13,473
Sheppey	2,211
Swale	2,521
Thanet	1,849
Tonbridge & Malling	7,523
Tunbridge Wells	9,770

Information channels

Service channels

Wards

Speechwell & Biddisborough (Tunbridge Wells)	1,270
Sevenoaks Kippington (Sevenoaks)	1,300
Breastall, Chipping & Sutcliffe (Sevenoaks)	1,107
Pardles & St Mark's (Tunbridge Wells)	917
Borough Green & Long Mill (Tonbridge & Malling)	900

Group A is comprised of the following Mosaic Public Sector Types:

- A01 Rural families with high incomes, often from city jobs
- CD9 Successful older business leaders living in sought-after suburbs
- CT10 Wealthy families in substantial houses with little community involvement
- CT11 Creative professionals seeking involvement in local communities
- D13 Higher income older champions of village communities
- D15 Well off commuters living in spacious houses in semi rural settings

K&M Group A

66,526 households, 9.10% of households in Kent and Medway

Experian Mosaic Public Sector Profiles*

Gender

Male	48.8%
Female	50.2%

Mosaic Origins Group

English	65.7%
Welsh	16.3%
Irish	8.2%
Scottish	0.1%
Black African	0.2%
Black Caribbean	0.4%
Chinese	0.3%
South Asian	1.5%
Overseas European	0.3%
Indian	1.1%
Pakistani	0.4%
African	0.9%
American	0.4%
Puerto Rican	0.5%
Other	0.5%
Other	0.2%
Other	0.1%

Age

18 to 24	1.5%
25 to 34	1.9%
35 to 44	2.4%
45 to 54	8.8%
55 to 64	15.3%
65 to 74	16.2%
75 to 84	14.6%
85 to 94	12.1%
95 to 104	14.8%
105 to 114	4.5%
115 to 124	3.5%
125 to 134	3.4%
135 to 144	2.4%
145 to 154	0.8%
155 to 164	0.8%
165 to 174	0.4%

Disposable Household Income

Disposable Income 2009	45.7%
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Mental Status

Never married	21.3%
Unmarried partner	2.3%
Married	63.1%
Separated	1.3%
Divorced	7.8%
Widowed	1.7%

National Benefit Categories

All benefits	42.7%
Jobseeker's allowance	0.5%
Long-term benefit	0.3%
Carer's benefit	0.4%
Child benefit	0.4%
Maternity benefit	1.8%
Family priority allowance	0.5%
Prisoner credit	0.3%
Other person	23.0%

Presence of Children

Households with children	27.7%
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Financial Exclusion

No direct payment account	4.5%
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Children Under 15

None	54.1%
1 child	12.3%
2 children	15.5%
3 or more children	3.3%

Perceived Ability to Cope

Confident in income	63.0%
Difficult in income	36.0%
Very difficult in income	0.0%

Age of Youngest Child

Households without children	65.3%
Age 0 to 4	11.3%
Age 5 to 11	11.7%
Age 12 to 18	11.7%

Expenditure

Average weekly HH expenditure	69.1
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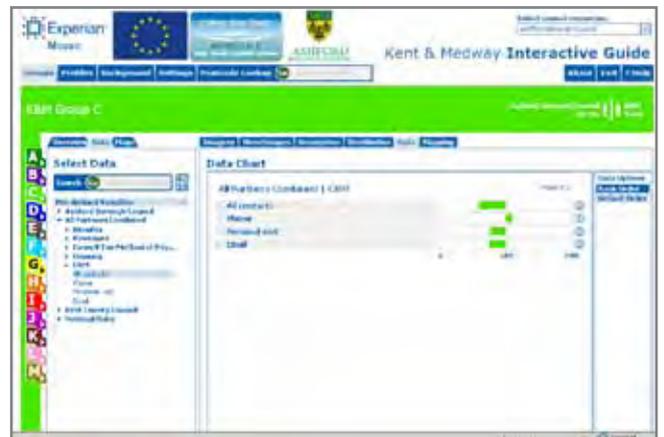
*All profiles on this page are based on national data

The Communications Framework has been developed to be used in conjunction with the SDF and Pen Portraits to give more detailed information on how each of the groups access information and services. Separate models have been created for channels that are used for finding out information, and channels that are used for accessing services. These are not

necessarily the same - for example, some people are happy to search for information on the internet, but may be less happy to carry out transactions via that route. For each channel, all adults in the country are scored according to their likelihood to use the channel. Each K&M Group is flagged as 'high' or 'low' for a particular channel.

K&M Group	K&M Group Description	K&M Households	% K&M Households	Information Channels								Service Channels						
				Internet	Telephone	SMG text	Interactive TV	Branch/ Face to face	National newspapers	Local papers	Magazines (general)	Internet	Telephone	Mobile phone	Post	Branch/ Face to face		
A	Extremely affluent, well educated owner occupiers living in more rural areas	66,526	9.10%	Above Average	Above Average	Below Average	Average	Low	Below Average	Low	Average	Low	Low	Above Average	Above Average	Above Average	Average	Low
B	Well off families with older children, working in managerial and professional careers	56,101	7.54%	Above Average	Above Average	Average	Above Average	Low	Average	Low	Average	Low	Average	Above Average	Above Average	Above Average	Average	Low
C	Retired people living comfortably in large houses and houses, often close to the lake	72,889	9.94%	Low	Below Average	Low	Low	Low	Low	Low	Above Average	Above Average	Low	Low	Low	Above Average	Average	Low
D	Middle aged couples living in well maintained semi detached houses that they own	95,237	7.56%	Average	Above Average	Average	Above Average	Average	Low	Average	Average	Average	Above Average	Above Average	Above Average	Above Average	Average	Average
E	Care of retirement owned occupiers with some health issues	36,459	4.95%	Below Average	Below Average	Below Average	Average	Low	Below Average	Above Average	Average	Below Average	Below Average	Below Average	Below Average	Average	Average	Low
F	Single and divorced people enjoying retirement, living in privately rented flats and terraces	51,502	7.04%	Average	Average	Below Average	Below Average	Above Average	Below Average	Average	Above Average	Average	Above Average	Above Average	Above Average	Above Average	Above Average	Above Average
G	Young professionals with children, many living in ethnically diverse neighbourhoods	98,970	12.57%	Above Average	Above Average	Above Average	Average	Low	Low	Low	Average	Average	Above Average	Above Average	Low	Above Average	Average	Low
H	Young singles and couples in small privately rented flats and terraces on moderate incomes	31,853	4.26%	Above Average	Above Average	Low	Above Average	Below Average	Average	Below Average	Below Average	Below Average	Above Average	Above Average	Low	Average	Average	Below Average

A web based Multimedia Guide has been developed which will enable partners to quickly access information about the groups in a user friendly way. This will mean that many more staff within partners' organisations will be able to access the tools to help when serving customers. This enables them to have a better understanding of other services that may be of interest to the customer.



Alongside the Mosaic work, partners have also developed further customer insight tools, for example the Insight to Innovation toolkit to help understand “customer journeys” enabling staff to examine the needs of their customers through the perspective of the customer, identify gaps in services and identify opportunities for service improvement.

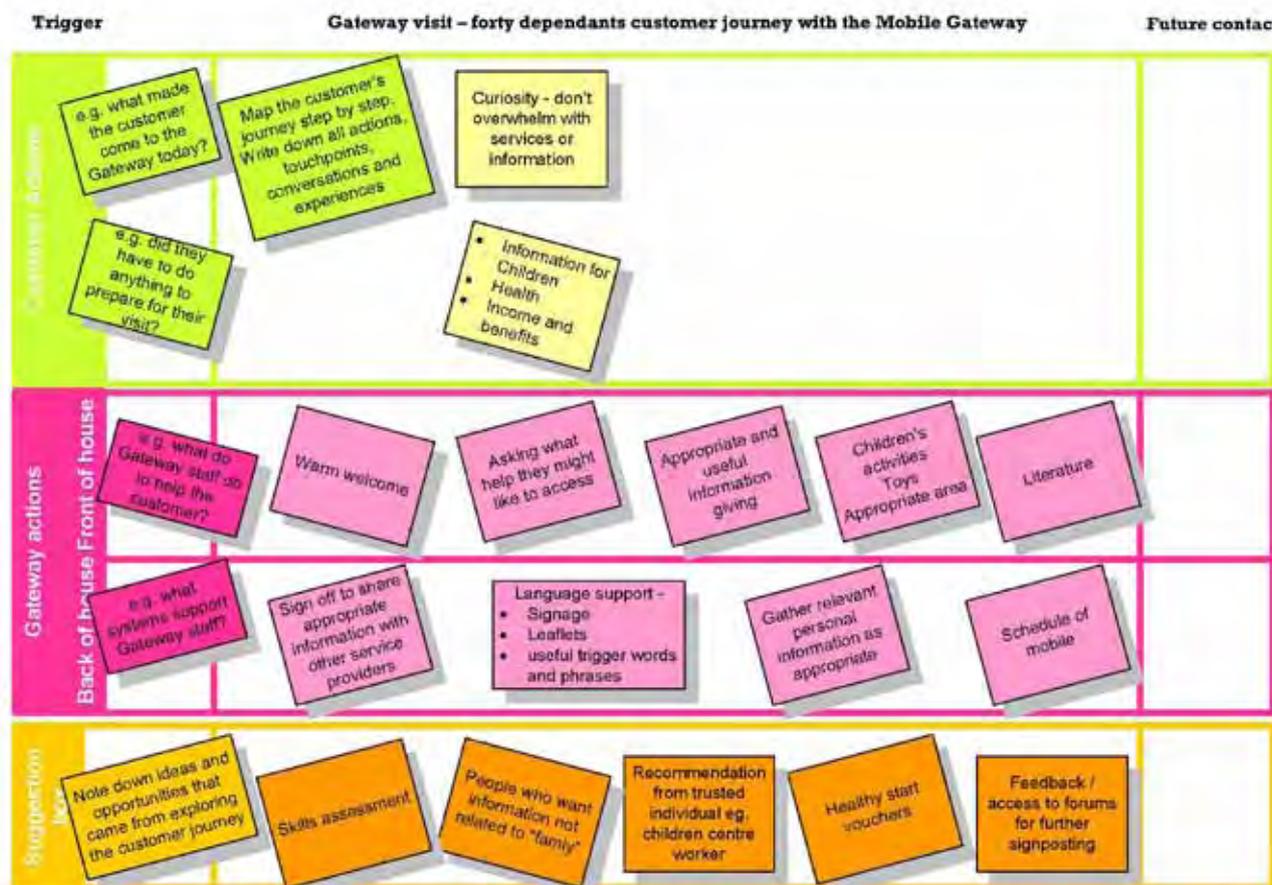
The partners are currently using the tools on a range of service improvement projects including:

- service location planning
- customising service delivery to local need
- increasing use of direct debit and online services
- targeted marketing campaigns
- customer consultation and engagement activities
- increased participation in culture and sport activities

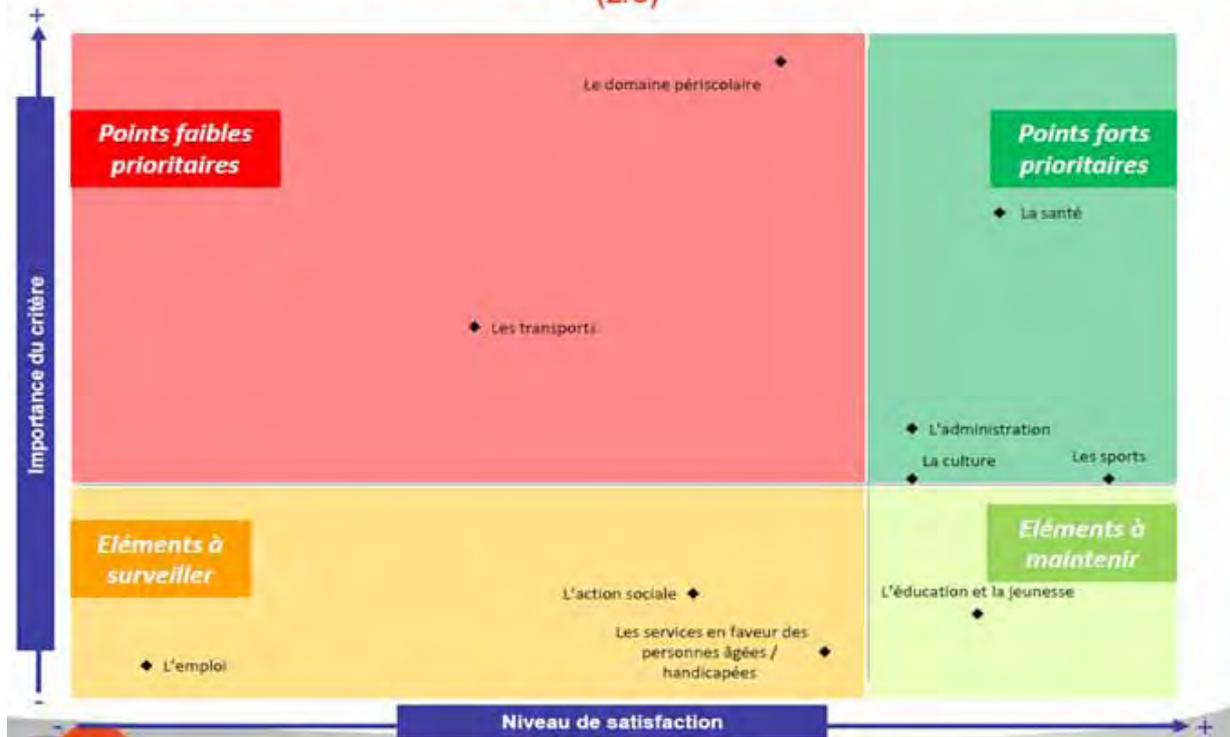
The objective for all of these projects is to

improve customer service and satisfaction while optimising the efficiency of the service.

Due to significant changes in the UK economic situation and the availability of data on technological and internet use (particularly with reference to communication and the development of Social Media such as Twitter and Facebook), the Kent and Medway partners worked with Experian to ‘refresh’ the K&M groups. This had an impact on the make-up of the groups and their characteristics, but it ensured that all analysis carried out is current and reliable. This refresh allowed the K&M segmentation to more accurately reflect the population of Kent and to allow access to more up-to-date variables, relating to customer behaviour and a range of other indicators previously not available. An example of how this may be used more effectively is channel migration projects and encouraging access and use of cheaper channels, such as the internet.



Bilan de satisfaction globale par grands domaines de services sur l'Audomarois (2/3)



The accessibility framework tool was created to interpret the survey results. It compares accessibility criteria with each of the public services polled by giving a satisfaction score and showing gaps between the region and département. A level of improvement is recommended for each service (to be reviewed, monitored, maintained or optimised) following each criterion and reflecting the opinion of the survey respondents.

An Observatory web portal was also developed for CBOOPSD project partners. In addition to disseminating the various survey results, it provides a mapping tool that enables partners to display the results of public service delivery analysis. The tool shows the location of public services, and compares population distribution across the territory with access criteria in the form of indicators. Users can also add data as customer contributions are updated. The survey results and Audomarois analysis of

public service delivery are therefore available in the same place, which enables the comparison of inhabitants' opinions with concrete territorial facts.

A website for the general public, with all of the tools produced by the CBOOPSD project, ensures wider dissemination of the lessons learnt from the Observatory via surveys, analysis and improvement projects. This website, open to all, extends the project communication reach so that the results can be understood by a less specialised audience using a more descriptive approach.



OPASP

Carte et dossier

Annuaire des services

Flux de satisfaction

Fiches critères

2019-20

Créer Résultats État / CS

	Est		St-Agn		Cote		Sud		Tasch		Sud		Maur		Aut		Autre	
	Héroux	Héroux	St-Agn															
Nombre services d'après	32	32	15	45	45	26	25	20	22	22	22	22	22	22	22	22	22	22
Contenu du service	3284	3273		4702	4707	3874	4247		440	3273	362	3393	4443	4719	4670			
Localisation géographique	3273	3274	3274	4472	424	3274	4474	4444	4474	386		4274	4444	4474	444	4474		
Accès physique extérieur	3284	3273	447	4772	3874	4274	4474	4444	4474	4474	4474	4444	4444		4474	444	444	
Qualité des lieux	3273	3274	3274	4474	4477	444	447	4444	327	3274		3274	3274		3274	3274	3274	
Disponibilité temporelle	3274		3274		4474	4274	4474	3274	3274	3274	3274	3274	3274	3274	3274	3274	3274	
Libre accès	4477	447	327	3274	3274	3274	4474	3274	3274	3274	3274	3274	3274	3274	3274	3274	3274	
Accueil	327	327	447	3274	4474	4474	4474	4444	327	4474	3274	3274	4444	3274	3274	3274	3274	
Information	3274	3274	3274	3274	4474	4474	3274	4444	3274	3274	3274	3274	3274	3274	4444	3274	4474	
Compétences du personnel	4474	4474	3274		4474		3274	4444	3274	4474	3274	3274	3274	3274	3274	3274	4474	
Satisfaction de la réponse		3274	3274		3274		4474	3274	3274	3274	3274	3274	3274	3274	4474	3274	4474	
Coût	3274			3274	4474	4474	4474			3274	3274	3274	3274	3274	4474	4474	4474	

Légende

- A optimiser
- A améliorer
- A réviser
- Non pertinent

Cross-border strategies for public service improvement projects

Using different tools, the project partners designed shared cross-border strategies for improving local public services. This enabled over a hundred projects to be implemented. A selection of these projects is presented in the appendix for readers who would like to have more information on the objectives and outcomes. References and contact details are also provided, should anyone wish to embark upon similar projects.

The project managers used visits, events and cross-border activities, in addition to project coordination meetings to build this common approach. Anglo-French working groups were created to deal with shared issues including the

Gateways, libraries and mobility. Debates led to the emergence of three main areas for discussion and action that are reflected in improvement projects.





Sharing and optimising existing services

The first shared objective aimed to improve service quality by combining existing services and optimising accessibility in accordance with user profiles. Building on Kent's "Gateway" programme experience, the CBOOPSD projects contributed to a more integrated approach to service delivery, linking complementary services, providing easier access to services and where necessary, onward referral to other providers in the Gateways. The experiences gained in Kent enabled an equivalent concept to be created in Pas-de-Calais.

As different public stakeholders pooled their resources and shared a vision of potential customer expectations, CBOOPSD enabled public service quality to be improved by sharing operating costs and benefiting from economies of scale.

Adapting service channels to new customer behaviour

The very concept of public service delivery has completely changed for customers as ICT has evolved. This shift was the subject of in-depth analysis for CBOOPSD and led to the implementation of projects that opened the door to new online services for a wider audience.

To facilitate this process, several portals were created to deliver on-line services to users and together with a set of interactive tools helped to bring services closer to inhabitants, using modern solutions for tailored delivery and a new audience (via the Internet and Smartphones, etc).

This solution offered a wider range and better quality customer information and, together with new ways of carrying out remote transactions, has helped to improve service delivery. By sharing this approach, the project partners confirmed their intention to both make savings and reach new audiences, developing tools suited to the changing behaviour of some customers. The projects also reduced travel constraints by providing alternative solutions for people with limited mobility, whether chosen or forced.

Finally, the project partners are aware that online options should not be the only solution for delivering services but are an efficient way of providing services to the large number of customers who prefer to access them online. The savings made in this way are therefore an opportunity to invest in quality face to face meeting places for more vulnerable citizens.



The strategy for locating new service facilities

Both in Kent and Pas-de-Calais the tools developed by CBOOPSD offer partners new methods of choosing optimum public service locations. The decision-making tools provide councillors and project officers with the means to determine more effective strategies for building new facilities, supported by in-depth analysis of customer needs and expectations, in specific geographical locations.

Optimising the location of new facilities has become essential as budgets become increasingly reduced. In Kent and Pas-de-Calais several projects instigated by CBOOSPD partners

produced data that questioned the location of planned public services. Using the customer insight tools a simulation exercise was carried out to measure the impact of the proposals on specific customer types and the results used to design local facilities and optimise service schemes.



Results

The benefits of cross-border cooperation

The outcomes of the CBOOPSD project can be summarised as follows:

- New tools for the project partners
- Pilot projects for improving public services
- Mapping methods and analysis to support planning and public service development strategies.

The Case Studies in the appendix present examples of CBOOPSD projects in brief and explain how the tools were developed, and how to apply the methodology.



Technically innovative tools

The CBOOPSD project contributed to modernising the partners' ICT tools through

work on designing the Observatory portal and improved sharing of information between local authorities and partners.

In addition to enabling the cross-analysis of customer opinions with real geographical data, the scheme led to better use of the customer expectations identified during targeted studies (carried out using the Observatory and Mosaic). The results were used in a number of improvement projects that put these observations to concrete use.

The tools have also guided work on public service development, providing decision-making support for councillors and project officers with a view to producing local service schemes that take the inhabitants' needs into account.

Finance, efficiency gains and future improvements

European funding for the CBOOPSD project supported additional costs incurred by paying for personnel working on the project, consultants and ICT solutions, which could not have been funded by the partners within the project timetable or to the same extent.

Furthermore, the decision-making tools created by the project drive greater cost efficiency, as financial savings can be made by altering some existing services (sharing facilities, opening or shifting to new channels) or choosing the



location of new facilities. By fulfilling customers' needs, the cost of public services can provide value for money and be fully justified.

Political involvement, modernising shared, customer-centric services

The tangible projects implemented by CBOOPSD are the result of a desire to gain a better understanding of customers' needs and the most efficient ways to fulfil these needs. The project has created a greater awareness amongst the population of the role they can play in improving services by involving them in service design or quality assessments and thus ensuring services meet their needs.

Engaging customers in service improvement can only lead to better service outcomes. By better understanding the needs of different customer groups by mapping and segmenting their requirements, a new vivid picture of service demand emerges.



Lessons learnt

External Factors

- Public service budget cuts restricted some of the authorities from dedicating time and resource to the project. This should have been, in hindsight, defined and ring fenced at the start of the project.
- Organisational restructures in the UK meant that some of the key personnel were no longer available or focussed on the project. It is important to ensure that there is wider involvement and cooperation from partner organisations with the project.
- Limited in-house resources meant that administrative and financial support had to be provided for the French partners by the lead partner.

Business process and cultural change

- Change of approach requires a senior management champion and support from the top down
- The innovative nature of the tools and the resulting cultural shift required has meant that their adoption took longer than expected at the start of the project
- New approaches to service delivery require revised business processes, staff training and customer education all of which requires skills and time
- Use of tools and their application requires staff to view service delivery improvement in new ways (from the customer perspective), which may be against current corporate cultures

- Requires greater cooperation throughout organisations to ensure revised processes link in with other services and a coordinated marketing approach is put in place
- Given the ways the public sector operates it is not always easy to evidence financial savings or financial benefits from this work. Agreed methodologies for benchmarking were not available but would have greatly helped demonstrate the financial impact of this project.

Cross border partnership work

- Cultural and language differences – need to take time to understand others points of view, working styles and professional experiences.
- Finding an experienced and competent interpreter is imperative for quality and consistency

Legacy

Cross-border

The project has created a step change in the way that the partner organisations consider their customers and how best to meet their needs. Powerful tools have been developed to make compelling business cases for improving customer access to council services.

CBOOPSD has further improved the collaborative working of partners on both sides of the channel as well as cross-border, enabling partners to share knowledge, expertise and ideas to further develop their approaches to customer insight and service delivery. This partnership will continue past the funding term of this project.



Kent Partners

The CBOOPSD project has enabled the Kent partners to develop a corporate approach to customer insight to ensure that all services fully understand their customers and their needs,

providing them with tools to assist in making key strategic decisions. The partnership that has developed through this project will continue to develop with the aim of continued sharing of customer insight experiences, expertise and knowledge. This partnership will facilitate collaborative working on insight projects and improve the way that organisations use insight and apply the results.

The legacy of this project for KCC, as lead partner, is reflected in the development of the Customer Service Strategy (to be launched in January 2012), which places customer insight at the centre of delivering strategic goals. As a result of this, customer insight will be applied more systematically and strategically across all functions of KCC rather than those areas that the project has been able to identify and engage with up until now.

Equally KCC can not deliver its strategic objectives alone, it needs to work with and through partners. This project has demonstrated that at all levels of government we have customers in common and we should look at citizen centred solutions together.

Pas-de-Calais Partners

The project has made an important contribution to the current debate on the quality of public services. The legacy of this project lies both in the concrete outcomes of cross-border cooperation and the support that they provide for département strategies, from the tools implemented to the analysis and methods developed, all oriented towards shared and optimised public service delivery.

The Observatory symbolises the continuity of the project, with its data updates and ongoing analysis work providing valuable information for the partners, enabling them to make better political decisions via the observation of local

public service delivery. Its roll-out throughout Pas-de-Calais is an avenue we shall be pursuing, by supplying the necessary tools and means to study ways of improving customer access. Dissemination of the results to relevant organisations and mainstreaming of the recommended methods will have a decisive influence over the future of the work already initiated. In order to truly modernise the département's policies, we shall have to connect the existing schemes to the tools developed by the project in order to have a broader impact on public service improvement rationale. Whenever new facilities are designed or contracts are signed with local authorities, concrete leverage will exist to perpetuate the service optimisation principles that began with this project. By utilising the Observatory's methods and analysis, the département and its partners share resources that enable them to always take customers' opinions into account when developing services or deciding on the location of facilities. This can be sustained by ensuring that these working methods continue to be used by all once the project has ended. An Observatory promotion committee and targeted results dissemination should guarantee the continuation and widespread use of the CBOOPSD principles.

Conclusion

The project has enabled the partner authorities to develop a toolkit and an implementation methodology to make better use of customer insight and become increasingly customer-focussed organisations. Customer insight is now routinely being used to plan and deliver services and make strategic decisions.

“The key to real service transformation is true customer focus, and these tools are critical in achieving this”

Dave Thomas, Head of Commissioning & Customer Contact, Swale Borough Council.

Appendix: Case Studies

	Partner	Case Study
LP	Kent County Council	Ashford Gateway Plus Library Stock, Explore Kent, Housing Retrofit, Home to School Transport
PP2	Conseil Général du Pas-de-Calais	Survey & Analysis Tools, Observatory Portal, Service & Facility Planning
PP3	Agence d'Urbanisme et de Développement de la Région de Saint-Omer	St Omer Digital Strategy
PP4	Communauté d'Agglomération de Saint-Omer	Transport Information Portal, Digital Library, Digital Portal
PP5	Communauté de Communes du Canton de Fauquembergues	Maison des Services, Virtual Maison des Services
PP6	Swale Borough Council	Sheerness Gateway Location & Service Planning
PP7	Canterbury City Council	Marlowe Theatre
PP8	Gravesham Borough Council	Corporate Business Plan
PP9	Thanet District Council	Green Waste
PP10	Tunbridge Wells Borough Council	Census 2011, Customer Insight Toolkit
PP11	Dover District Council	Whitfield Office Review
PP12	Tonbridge & Malling Borough Council	Health & Wellbeing Day
PP13	Ashford Borough Council	Ashford Voice
PP14	Dartford Borough Council	Green Waste
PP15	Medway Council	Council Tax Collection Rates, Library Active Users
PP16	Shepway District Council	E-billing, Lifeline
PP17	Maidstone Borough Council	Channel Shift Strategy
PP18	Sevenoaks District Council	Church Voluntary Groups

Ashford Gateway Plus Library Stock

Using the Kent & Medway Mosaic segmentation to define the design, fitout and stock of the library in Ashford Gateway Plus

Background

Ashford Gateway Plus is an innovative project bringing together a broad range of public services. Ashford library will be a key part of Gateway services and has the opportunity to create a 21st century public library.

Challenge

As part of the design and implementation of the library service delivery at Ashford Gateway Plus a number of aspects needed consideration

- The overall design feel of the building
- How the library and archive offers are presented and displayed within the building
- What stock goes into the new building
- Design and implementation of a marketing strategy



Methodology

Using the K&M groups to understand the customer needs using the following data analysis:

- A Group and Type segmentation analysis & a distribution map
- A comparison study of population living within a 15 minute drive radius to see if there are Groups and Types who are over and under represented
- An Origins analysis to understand ethnic origin of populations
- A breakdown by Group for each Borrower Category
- Integration of Mosaic data with data from the library stock control system.

Outcome

Design approaches for AG+

- The best Children's library in the County





- Innovative ways of presenting stock



- Layout based on Mosaic reading preferences



- The busiest library in the county



Benefits

Benefits include:

- Self service
- Shared working

Future Plans

A model has been put in place to be used for all future library reviews and planning taking into account:

- Mosaic reading preferences
- Changing layouts in libraries
- Targeted promotions
- Removing underperforming stock

Mosaic will be central to all library stock work from the strategic to the local.

Lessons Learnt

When carrying out this analysis in future, consideration will be given to further opportunities to integrate Mosaic data (customers) and library management system data (stock and issues).

Contact Details

For further information on this project, please contact Rob Sale on 01622 605212 or e-mail rob.sale@kent.gov.uk

Explore Kent

Using the Kent & Medway Mosaic segmentation to increase health and wellbeing in Kent

Background

Explore Kent – an initiative started by Kent County Council’s Countryside Access Team – in collaboration with Eastern and Coastal Kent Primary Care Trust, used Mosaic based customer insight data to encourage participation in outdoor recreation and to promote and increase attendance at outdoor events. By encouraging such involvement, especially to those persons who are more likely to suffer health inequalities, they aimed to increase the health and wellbeing of the citizens of Kent.

Challenge

Health inequalities are the result of a complex and wide-ranging network of factors, where people who experience material disadvantage, poor housing, lower educational attainment and insecure employment are among those more likely to suffer poorer health and an earlier death compared with the rest of the population. Kent faces significant challenges in terms of health inequalities over the next few years. As well as considerable population increases – a 40% rise in the over 65 population is predicted by 2020 – the geography of the area places limits on the choices and accessibility of local healthcare services. There are stark health inequalities evident across Kent, with significant variations between localities. For example, there is a 57% difference in mortality rates between the 20% most and least deprived wards in Kent. Kent County Council and Eastern and Coastal Kent PCT both acknowledge their crucial role and the services they are able to provide in the

shaping of their residents’ health and lifestyle choices and have undertaken numerous initiatives to encourage involvement in healthy activities.

Methodology

Explore Kent used the Kent and Medway segmentation to design various schemes aimed at encouraging the residents of Kent to exercise more through walking. The schemes included a ‘Walk to Win’ campaign focused on the residents of Thanet, a family fun day centred on families living in and around Canterbury and a county-wide Walking Festival.

The council was able to use customer insight to gain a detailed understanding of their residents and their health and wellbeing status, allowing Explore Kent to target those people who were most likely to benefit from walking and countryside access schemes. The bespoke segmentation also enabled an understanding of residents’ lifestyle behaviours, characteristics, likely engagement and communication preferences.

With this, Explore Kent could deploy effective marketing campaigns that would target areas of health inequality through the most appropriate channel. As a result, a three month high profile newspaper, radio, outdoor and bus advert campaign was undertaken and 65,000 direct mail postcards were distributed to specific residents of Kent inviting them to take part in the Family Fun Day. The council also made use of free social networking and new media channels, such as

Twitter and Facebook to target those residents with a tendency to prefer online communication channels.

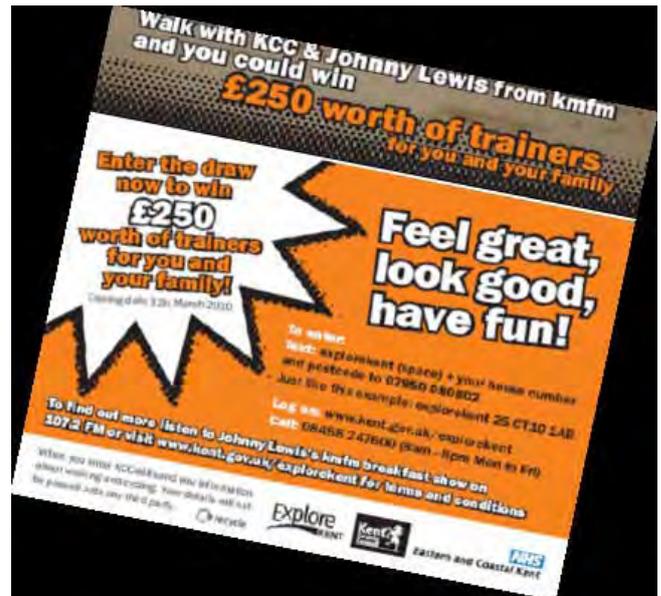
Outcome

Explore Kent's health walk initiatives have seen huge successes in their first year. The effective use of various targeted communications led to 38,000 unique website hits, and a 5% response rate to their direct mail campaigns. The growth in attendees at the various health walk events has increased by up to 39% in some areas, and Explore Kent report that 57% of campaign respondents were from the target groups identified as more likely to suffer health inequalities by the customer insight segmentation.



Contact Details

For further information on this project. Please contact Sarah Brett on 01622 221183 or e-mail sarah.brett@kent.gov.uk



Benefits

As well as the increase in positive health benefits and a shift in attitude towards exercise, the positive impact to the local rural economy has been noted, with each walker spending an average of £4.97 per day during the events.

Future Plans

Mosaic will continue to be used for all future campaigns. Customer insight underpins all the work we do, and we could no longer operate effectively without it. We are yet to complete a project using Mosaic which hasn't been a success.

Kent Housing Retrofit Project

Using the Kent & Medway Mosaic segmentation to engage households in a free home energy and water survey

Background

The aim of the Kent Housing Retrofit Project was to secure householder engagement and behaviour change by the uptake of free energy and water surveys, advice, grants and improvements to homes. Selected areas for the project were in Dover, Thanet, Swale and Tunbridge Wells districts.

Challenge

The main objectives of the project were to:

- reduce carbon emissions from the domestic sector
- save Kent householders money on their energy and water bills.

Targeted communication interventions were employed to achieve a return on investment. The use of Mosaic was central to this.

Methodology

A Kent and Medway Mosaic analysis was undertaken on households in the four district areas to which the project was targeted. This was coupled with behavioural psychology expertise and Kent media consumption data, providing a robust approach.

Outcome

The analysis identified the following communication channels:

- postcards
- radio ads
- press ads

- leaflets
- posters
- Facebook group
- community channels

Door knocking was used as the primary tool in all areas, with the channels highlighted above as secondary tools.



Direct Mail Postcard to Thanet residents (front and back)

Behavioural psychology insight helped tailor the message through tone and style of language. For example:

- One radio advert was recorded in the style of a WWI radio message to appeal to the older demographic of people in the targeted area
- Dominance of Council logos varied depending on receptivity of audiences to Councils as a messenger
- Some postcards focussed on the environmental benefit of the survey whilst others focussed on the potential cost savings.



Press Advert in the East Kent Gazette (Swale area)

Benefits

Benefits identified are as follows:

- Reduced costs from a more targeted campaign. For example, press ads were only put in newspapers in areas where target groups would be receptive to reading local press
- Increased return on investment by tailoring message and communication channels for audiences
- Energy and water bills reduced of residents which were helped.

Future Plans

Housing Retrofit Phase 2 is due to start at the end of 2011 / beginning of 2012. This will look at

further areas across Kent and will be focussed on loft and cavity wall insulation. Wards with the highest potential for needing insulation of this type have been identified. A Mosaic analysis will enable those wards most likely to be receptive to direct mail and other communication methods to be identified.

Evaluation

In order to ascertain whether the Mosaic approach was effective, participating residents were asked how they had heard about the project. This information allowed the cross-checking against our methodology and predicted receptivity.

The project evaluation confirmed that the methodology was well informed and effective.

Lessons Learnt

A primary aim of the project was to effect behaviour changes (e.g. insulating your home). If funding was available it would have been valuable to undertake a follow-up questionnaire to understand if behaviours were being sustained.

Contact Details

For further information on this project, please contact Hannah Passey on 01622 605868 or e-mail hannah.passey@kent.gov.uk



Direct Mail Postcard to Swale residents (front)

Home to School Transport

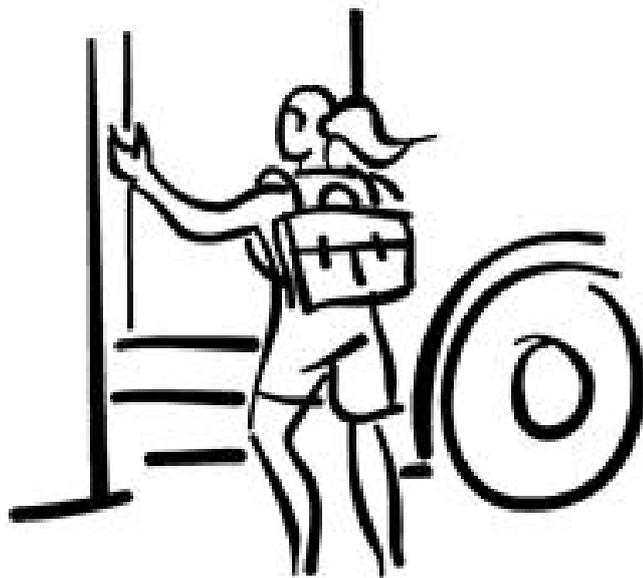
Using the Kent & Medway Mosaic segmentation to make a Policy Impact Assessment for Home to School transport

Background

Kent County Council currently provides school transport over and above its statutory requirements and has consulted on proposals to not provide this provision beyond its existing statutory duties from September 2012 for new applications.

The discretionary transport for pupils subject to the proposal were:

- (i) Children assessed to be suitable for a grammar school.
- (ii) Children attending their nearest (voluntary aided) church school if it is of the same denomination of the child, and they are a regular and practising member of a church that is the same denomination as the school.



The Research and Evaluation team at KCC used Mosaic to determine how representative the responses to the consultation were, to model the impacts of the proposed changes on different segments of the population and consider any necessary mitigation.

Challenge

KCC currently spends an estimated £6 million annually for pupil transportation to selective and denominational schools. The Mosaic analysis demonstrated that a significant proportion of those pupils receiving this transport are from the more (and most) affluent families in Kent. There are also some pupils from lower income families who receive school transport to these schools. Not all pupils in Kent are able to receive discretionary transport on selective grounds, depending on where they live. In addition to significant budget cuts to local government, KCC's role in provision of schools is changing and is becoming less one of 'control' and more one of 'influence' and commissioner.

Methodology

Analysts and researchers from Business Strategy in KCC have assisted the Transport and Admissions Team to assess the results of the consultation and to examine the potential impacts of the proposed changes, to help inform their options for decision.

This analysis enabled more interpretation of the i) pattern of responses to the consultation, and

ii) implications of the proposed changes on families. This allows KCC to better understand our 'customers', how we communicate with them, and how our decisions/actions impact upon them.

Outcome

Concerns raised in the consultation about rural families having to pay for school transport were not supported in other evidence. That is, these concerns are somewhat alleviated by the evidence which shows many rural pupils will still be eligible for transport on statutory grounds based on distance.

Some families who would have accessed discretionary transport to selective or denominational schools may not have the financial resources to provide transport for themselves. In the future, such pupils would receive transport to one of their nearest schools, but this may not be, for example, a grammar school. Most pupils who attend grammar schools in Kent do not come from low income families; therefore, the impact could be that there may be even lower numbers of pupils from low income families attending these schools.

Given *Bold Steps for Kent* objective to 'tackle disadvantage' consideration could be given to mitigating these impacts. For example, KCC could consider how it can ensure families whose children may be eligible for free school meals, take-up the option, if only to ensure school transport on statutory grounds to their nearest school. The consultation also raised some concerns about lower to middle income families being 'pinched'; that is, with minimal disposable income to pay for school transport to their school of choice. Some consideration could also be given to a kind of response (that would not confuse/cloud statutory grounds) to families who may be experiencing hardship.

Benefits

The use of customer insight together with an approach that linked pupil data across several databases allowed for a sophisticated analysis of the impacts of the proposed policy change on the families from different socio-economic backgrounds as well as considering other equalities issues.

This project has demonstrated the value of the approach to policy decision making and helped to ensure that the use of service insight is sustained within the authority.

The service used this insight to develop means to mitigate the impacts of the changes on children from low income families.

Future Plans

The service was able to identify a way to streamline the data to facilitate annual reviews of the impact of the proposed changes on the choices made with regard to schools and home to school transport.

Contact Details

For further information on this project please contact Rachel Tinsley on 01622 221626 or e-mail Rachel.tinsley@kent.gov.uk

Gaining a better understanding customer behaviour and needs: Surveys and analysis tools used to study local public service delivery

Background

The postcode-based segmentation and analysis techniques used in the United Kingdom cannot be reproduced in France for legal reasons. Pas-de-Calais therefore chose to measure customer expectations and satisfaction with public services via a customer opinion framework and surveys (both in situ and by telephone), which would enable it to ascertain the significance of different types of service depending on the household profile and geographical location.

Challenge

- To create a public service delivery analysis model based on customer opinion.
- Organise customer surveys to address the issues in the analysis model so that improvements can be prioritised.
- Provide reliable customer opinion data that can be used immediately and compared to factual data and objectives using analysis and mapping techniques.

Methodology

The analysis model was based on a preliminary qualitative survey, carried out in October 2009, with a customer base that was asked questions on the following themes:

- Their perception of local public service delivery
- Their use of services
- Their level of satisfaction or dissatisfaction

- Their expectations with regard to the future of services

The survey was used to create a public service delivery framework from a customers' point of view. The model identifies 11 groups of criteria divided into 36 sub-criteria. Using this information, quantitative surveys were carried out in 2010, both in Audomarois and throughout Pas-de-Calais, providing the means to measure the customer opinions of public services and a service delivery appraisal based on the 11 groups of criteria.

At the end of the survey work, which will be periodically repeated, the partners have:

- Measurements for access criteria per geographical location and per service.
- A summary of priority areas for improving public service delivery.
- An assessment of the expectations and level of change required for each service.

Partners

The consultancy HB Etudes et Conseils carried out the qualitative surveys and developed the service delivery observation methodology. BVA carried out the quantitative telephone surveys. Conseil Général du Pas-de-Calais and the Agence d'Urbanisme et de Développement de la Région de Saint Omer provided the resources for analysing the surveys.

Outcome

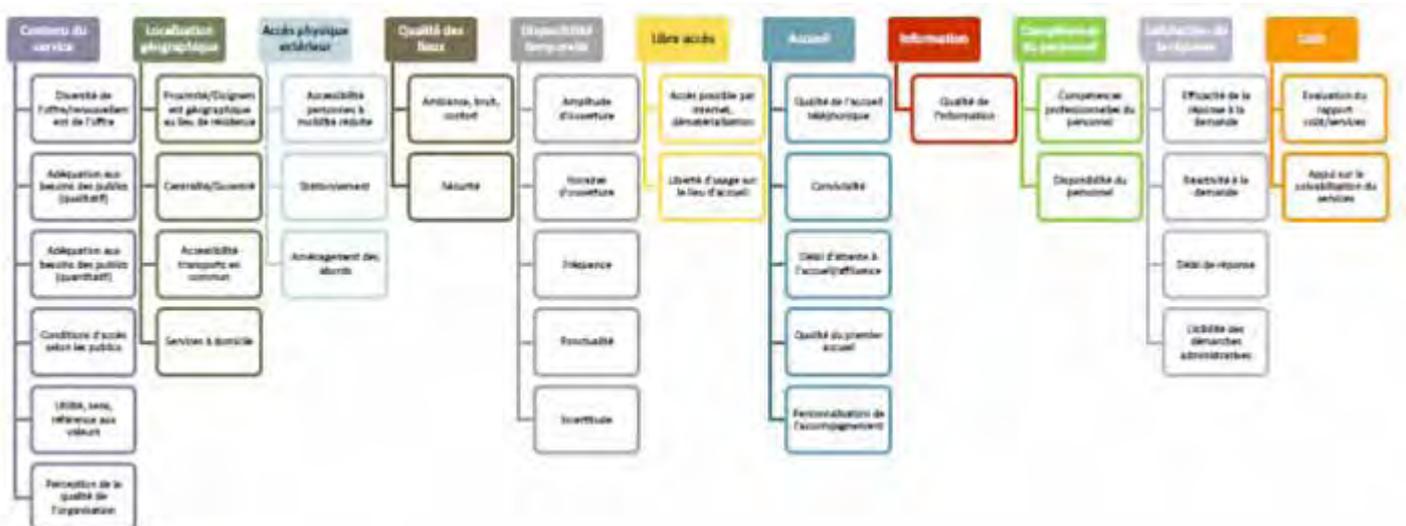
All of the work concerning the public service delivery analysis framework is available on line on the Observatory portal. The survey results are also available in different formats:

- Crude results for population and geographical location profiles
- Summary tables with the overall opinion of services and delivery criteria
- Barometers representing the degree of user expectations for each service.

These results reflect the current state of public service delivery in Audomarois and Pas-de-Calais. Furthermore, they are included in a matrix that allows portal users to compare services with household profiles and accessibility criteria.

Illustrations:

Local public service delivery framework: 11 groups of criteria and 36 sub-criteria



Each of the criteria is described on a file showing characteristics from a customer point of view. The significance of the criterion is given in accordance to the services and types of customer (by distinguishing socio-demographic profiles).

Once this methodology has defined public service delivery in a qualitative manner from a customer point of view, it can be used to carry out surveys, which aim to measure the quantitative importance of the statistically representative population samples.

Usage des différents services selon les territoires (2/3)

Au cours des 20 dernières années, avez-vous été en contact que ce soit par téléphone, par courrier, par Internet ou en vous déplaçant, avec les services publics locaux suivants aux alentours de chez vous ?

Territoire	Santé		Services administratifs		Culture		Sports		Transports en commun		Insertion sociale	
	Utilisation	Importance	Utilisation	Importance	Utilisation	Importance	Utilisation	Importance	Utilisation	Importance	Utilisation	Importance
Pas-de-Calais	67	66	54	47	34	38	38	31	13			
Ardennes	66	78	50	50	42	42	44	31	12			
Alsace	91	82	54	48	33	42	39	28	12			
Audomarois	35	65	54	45	40	39	31	35	12			
Bretagne	55	61	54	43	41	42	52	36	24			
Calais	94	59	63	52	35	31	46	31	11			
Haute-Normandie	60	70	57	41	28	34	39	31	13			
Le Mans	67	71	54	48	32	40	32	31	14			
Mayenne	82	57	51	37	25	26	25	35	8			
Territoire de Belfort	89	66	44	37	30	28	27	22	8			

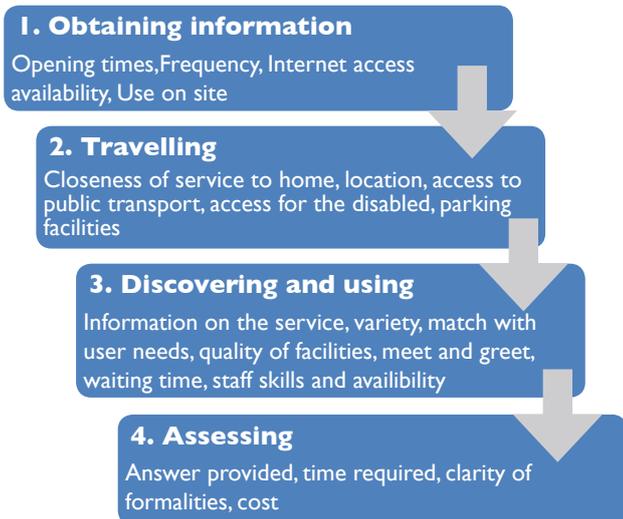


Plan pour chaque Publication, décrivant une étape de la démarche de l'utilisateur

“The Accessibility Chain analysed in Observatory publications”:

In addition to presenting the accessibility indicators in map form, the portal offers downloadable documents that analyse and put the results into perspective.

By retracing the path of Audomarois frequent service users, all of the accessibility criteria are analysed and matched to statistics and service use data to confirm the customer point of view or put it into perspective.



Benefits

- Focusing on customer experiences despite more limited access to population data than that available in the United Kingdom.
- Defining and disseminating methods that

allow customer opinions to be better taken into account and measure public service accessibility.

- Producing relevant, methodologically reliable data to justify political decisions made to improve public service access and delivery.

Future Plans

Other surveys will add content to this initial work and will be the subject of future publications and on-going dissemination by the project partners.

In situ surveys with customers will enable CBOOPSD improvement projects to be monitored. They will also identify areas for improving the quality of services delivered. Telephone surveys will be added to collect satisfaction data from customers over a given period of time and the specific issues for each field of services will be analysed.

The accessibility analysis method is an innovation that could be used as a shared reference for public service quality throughout Pas-de-Calais.

Lessons Learnt

The use of targeted surveys combined with objective analysis stemming from public authority data enable customer opinions to be better taken into account and efforts for improving service quality are therefore better targeted.

Contact Details

For further information on this project please contact Rudy Wincke on (00 33) 3 21 21 92 42 or e-mail wincke.rudy@cg62.fr

Tools for Disseminating and Sharing Information on Public Service Delivery in Pas-de-Calais: Acces-publics62.fr and the development of geographical information

Background

New tools were developed combining Internet portal, collaborative space and GIS web mapping solutions to enable project partners and members of the public to access the shared resources produced by CBOOPSD.

Challenge

In France, the project focused on the Audomarois pilot area. The challenge therefore initially consisted in defining the functions that would provide tools to meet the very different needs of the project partners: the Conseil Général with its local and central services, a town planning agency, a conurbation committee and an intermunicipal authority. The projects developed also had to meet the expectations of councillors, local authority technicians delivering a wide range of public services, and territorial analysis and geographical information systems experts. Furthermore, it was agreed that if the results fulfilled the initial expectations at the end of the project, the tools would be rolled out for use throughout the Département.

Methodology

The Acces-publics62.fr portal offers access to

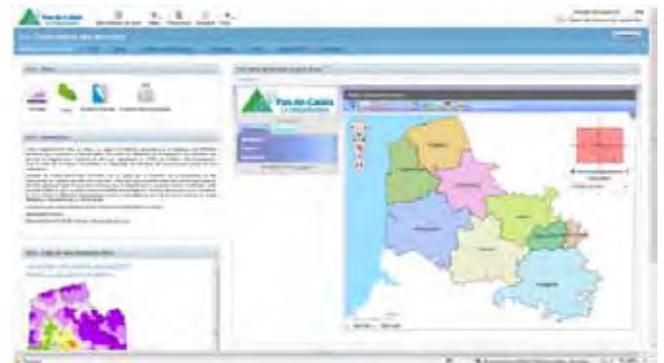
shared resources about public service delivery (for Audomarois initially) and it was designed in three phases:

- Technical requirements: means of access to the portal, general functions and content, analysis process using concrete examples to simulate tool possibilities (presentation and menus, map exporting, simulation options, contribution space, etc).
- Detailed technical function specifications with the support of future users and administrators.
- Production: dynamic mapping engine, user opinions, document and project space.

Conseil Général had already considered making the CBOOPSD methods and results available at Pas-de-Calais level. With this in mind, the Département created an in-house collaborative platform, open to all departments, for defining the development scenarios for a future GIS web portal that would be used to disseminate the Conseil Général's observation results to councillors, partners and the general public (this project meets the local implementation objectives stipulated in the European INSPIRE directive).

Partners

Conseil Général du Pas-de-Calais purchased the DYNMAP software solution to design and create the Acces- publics62.fr portal and all associated services with the help of its Audomarois partners (AUDRSO, CASO and CCCF).



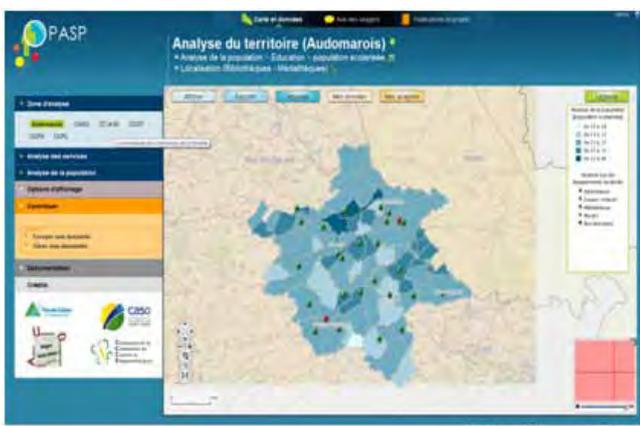
Outcome

Acces-publics62.fr offers the following functions:

- Information on the Public Service Delivery Observatory in Pas-de-Calais, with access for the general public to the main resources produced.
- Special access for partners to:
 - View and produce maps representing the local public services delivered in Audomarois, and access and population analysis
 - Produce analysis, access data integrated by the administrators and update shared databases
 - Read and print CBOOPSD project documents, methods and studies
 - Contribute to improving the general functions of the mapping tool and update the shared document space.



Conseil Général has also deployed a collaborative in-house platform for disseminating CBOOPSD statistics and analyses to local public services.



Benefits

- One site for finding information on customer opinions, statistics and analysis for a specific geographical location.
- Sharing data and studies with various partners to produce more detailed analysis, extract shared results and extend the dissemination network.
- Available resources about the methodology

that will encourage the development of new projects for improving public service delivery.

Future Plans

- Extend and update the resources available on the website and connect it to other observatory facilities that exist in the area in order to optimise the dissemination and use of results.
- Create a dedicated coordinating body for public service delivery observation, to guide studies and choose how the portal content should evolve.
- Scenarios for developing a Département GIS Web mapping portal are currently being studied with the aim of extending it to the entire Département and making the CBOOPSD methods and resources available to local authorities and the general public.

Lessons Learnt

The preliminary work on the methodology enabled us to prepare the foundations for a completely new public service delivery observation tool that the portal allows us to share. Continued work to enrich the databases and outputs, and develop functions suited to the different partners' needs, is essential if the tool is to be maintained.

Contact Details

For further information on this project go to www.acces-publics62.fr or contact Rudy Wincke, CBOOPSD Technical Project Manager on (00 33) 3 21 21 92 42 or e-mail wincke.rudy@cg62.fr

How to Use Project Tools for Service and Facility Planning

Background

Pas-de-Calais Conseil Général organises its policies into framework documents (plans and programmes) used as reference for identified themes that are within its remit. Contracts with intermunicipal authorities are also used by the Conseil Général as leverage for implementing its own policies within the territories via a programme of targeted actions. At both departmental and territorial level, these documents provide a service supply and demand analysis and determine the principles for locating public buildings and facilities in the area concerned.

Challenge

The main issue was that of acquiring sufficient information about public service uptake, as only recorded transaction data was available from the public authorities delivering the services. The challenge facing the Public Service Delivery Observatory was therefore to implement a new approach to analysis that would enable us to define new objectives and also tackle public service demand from a qualitative angle.

Methodology

The methodology deployed by CBOOPSD was implemented to assess the situation regarding swimming pools in Pas-de-Calais.

The brief began with three observations: people were changing the way in which they used swimming pools, facilities were aging and the Département had to reaffirm its role with regard to school swimming lessons.

At the request of the Conseil Général Department for Sport, the tools developed by the CBOOPSD project were used to:

- Better understand customer needs and possible new uses based on the results of special surveys carried out with swimming pool managers and heads of secondary schools.
- Analyse conditions for access to swimming pools for different types of customer, especially secondary schools, using mapping techniques and partner expertise.
- Draft proposals aimed at redefining the Département policy on renovating and building new swimming pool facilities and suggesting ways of optimising travel times for secondary school swimming lessons.

The partnership work carried out between the Department for Sport and CBOOPSD project team resulted in the production of:

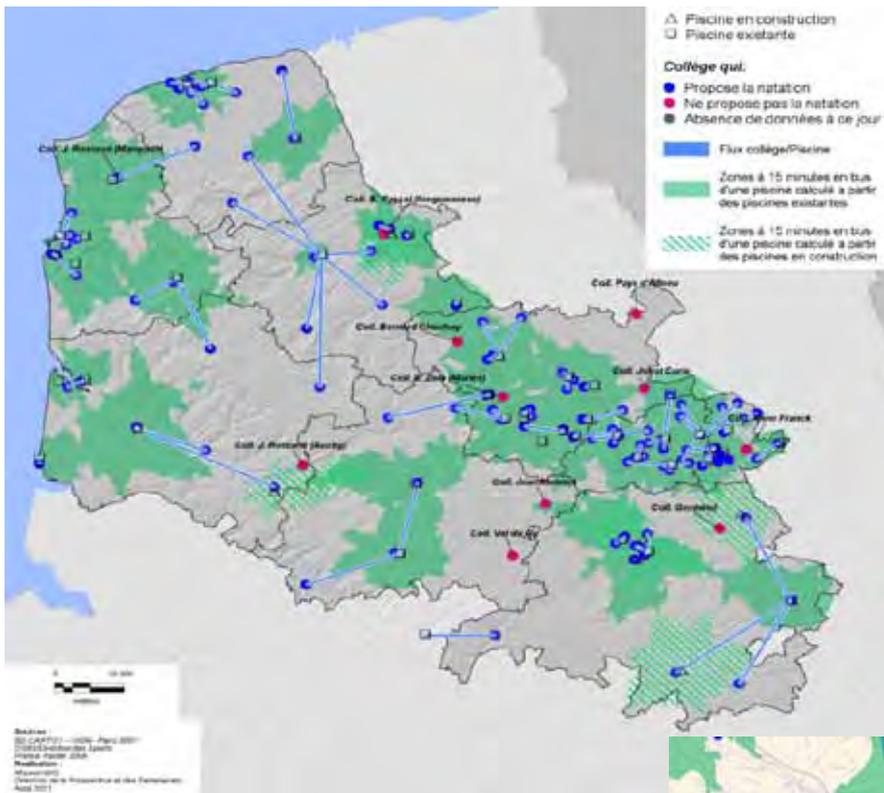
- A mapping tool (for Pas-de-Calais and Audomarois) highlighting the main challenges and limits of the current swimming pool facilities.
- A detailed analysis of the Audomarois area to be used as a reference document by local councillors and an adaptable analysis model for other areas within the Département.

Partners

Conseil Général du Pas-de-Calais (Department for Sport, Department for Prospective Analysis and Partnerships, Local Development Centres). Heads of secondary schools and swimming pool managers from Pas-de-Calais.

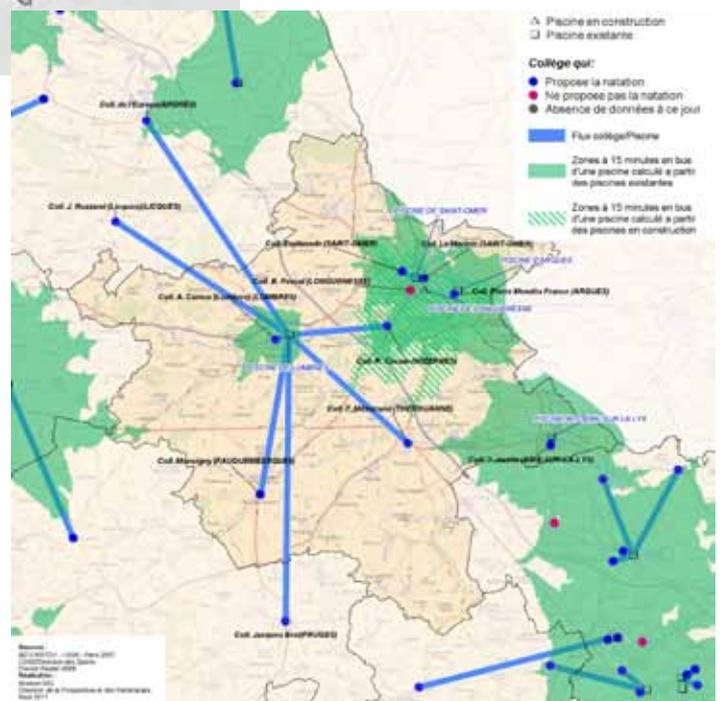
Outcome Illustrations

The swimming pool mapping tool shows the main characteristics and uses of swimming pool facilities in Pas-de-Calais. Accessibility criteria were used as the framework for analysis when observing customer / public service relations.



Departmental mapping tool: Map showing location and distances between secondary schools and swimming pools with 15-minute isochrones (bus drive time).

Detailed analysis of Audomarois and neighbouring areas.



A full document was produced that summarises all of the maps and outlines the key challenges faced when changing swimming pool facility locations in accordance with different types of customer and their needs.

This type of theme and territorial analysis can be found on the Pas-de-Calais Public Service Delivery Observatory website (www.acces-public62.fr):

- The “Publications” section provides downloadable studies
- The mapping section allows users to view and print the various indicators available.

Benefits

- A larger quantity of reference material is now available in various formats (reports, dynamic maps, theme files and survey results) for use when drafting the Département’s and local authorities’ plans and projects.
- Local and departmental planning documents are now produced in a consistent way using the Observatory team’s analysis results in thematic and geographic analysis tools.

Future Plans

- Produce more in-depth analysis of the swimming pool facilities in Audomarois and a territorial plan that will lay down the conditions for locating future facilities, renovating old ones and improving access to those that are already in use, with recommendations as to how public and private stakeholders can achieve their objectives.
- Extend this approach to new themes (e.g. libraries, sports facilities, youth services, etc) by improving our knowledge of customer expectations and how existing services are currently used.

Contact Details

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St Omer Digital Strategy

Background

ICT is characterised by constant technological developments and ever-increasing needs. Digital technology plays an essential role in today's society and has a real impact on spatial planning, territorial attractiveness and public service development.

Challenge

The intermunicipal authorities in the Saint- Omer region would like to take advantage of the new opportunities offered by digital technologies to enhance infrastructure and improve service take-up.

This ambitious and innovative digital strategy is seen as a lever for territorial development and economic and residential attractiveness within the Audomarois Development Plan.

- *Superfast Broadband and broadband upgrades:* work is being carried out to formalise a fibre optic infrastructure delivery strategy with the aim of finding better comparability between private service providers and public authorities.
- *Building a sustainable digital town:* benchmarking and experiments are under way to prepare the integration of ICT in new town development projects (new districts, housing, business parks and public facilities).
- *Digital service development:* various on-line services and digital facilities for local inhabitants and businesses alike have already been put into place, including videoconferencing terminals, an on-line payment platform, and a text / e-mail platform.

Benefits

The creation of a coherent digital strategy throughout the Saint-Omer region that now includes additional sections on infrastructure, services and delivery.

ICT has now become a lever for territorial development. The Saint-Omer region is now an experiment area that produces results and information that may be used to help and inspire other regions.

Future Plans

The process is still under way, however the studies carried out on superfast broadband and a sustainable digital town should enable us to optimise future public investments and provide technical information to support policies and projects.



Outcomes

The Saint-Omer Urban Authority (CASO) is in charge of implementing several major projects on behalf of the five intermunicipal authorities in the Saint-Omer area:

Contact Details

For further information on this project please contact:

- Pascaline Merle, CASO Local Development Manager on (00 33) 3 21 93 14 44 or e-mail p.merle@ca-stomer.fr
- Tanguy Beuzelin, Deputy Director of the Saint-Omer Town Planning and Development Agency on (00 33) 3 21 38 01 62 or e-mail tanguy-beuzelin@aud-stomer.fr
- Laurent Renavand Project Officer, Saint-Omer Town Planning and Development Agency on (00 33) 3 21 38 01 62 or e-mail laurent-renavand@aud-stomer.fr

St-Omer Transport Information Platform

How to improve mobility conditions throughout an entire area

Background

Pays de Saint Omer is comprised of a main town, St-Omer (55,000 inhabitants), and secondary centres in rural areas. Upon analysing the results of customer surveys, observers realised that inhabitants were dissatisfied with the transport services in the region, and more specifically the lack of information. Partner local authorities therefore came up with the idea of an Audomarois mobility centre, with a view to improving the quality of services offered.

Challenge

Offer customers an alternative to using their personal vehicle, by providing easy access to information on other means of transport, coordinating services and encouraging intermodality, and enhancing the performance of public transport networks.

Encourage people to travel, especially those without cars. Upgrade and adapt transport services to suit user needs.

Reduce the environmental impact of transport by encouraging the use of public transport, walking and cycling. Favour digital development in the area by providing tools that will broaden the means of accessing public services.

Methodology

As one of the CBOOPSD pilot projects, the mobility platform received financial and technical support from the project, resulting in a feasibility study and the involvement of the Conseil Général as joint project manager. The study provided scenarios for the information platform. CASO then decided that it would like to be the project sponsor for the information platform's implementation and was granted ERDF funding for 80% of the investment and running costs.

Partners

Communauté d'Agglomération de St Omer (CASO) Agence d'Urbanisme et de Développement de la Région de St Omer CG62 and its regional agencies (MDDL and MDI) Conseil Régional Conseil Général du Nord



Communauté de Communes du Canton de Fauquembergues, CC de la Morinie, CC du Pays d'Aire, CC du canton de Lumbres.

Outcome

A dedicated travel information website. Information is provided for the four authorities in charge of the transport networks in the area: bus stops, timetables, fares, interchanges, special services, school buses, transport on demand, car sharing, regular services, soft transport options, etc. Journeys can be planned and calculated on line using suggested public transport solutions. Users can contact a call centre for additional help using a freephone number. Relay points have been identified throughout the area with officers who have Internet access appointed to provide face-to-face assistance for customers.

Benefits

Access to information on various means of transport and to all of the public transport services available in Audomarois. Facilitates the use and promotion of public transport, leading to less pollution and fossil fuel savings. Public transport and walking/cycling routes offer people without vehicles the possibility to travel.

Future Plans

Eventually, this information platform will evolve into a real mobility centre, offering not only information on conditions and means of transport but also the mobility services themselves (e.g. direct reservations for transport on demand, ticket selling, and vehicle or bicycle rental, etc).

Lessons Learnt

The partnership created for this project resulted in an innovative tool for the Audomarois area and a new service for its citizens. Establishing partnerships is essential for implementing and running a mobility centre.

This partnership allowed us to assess the uses and needs throughout the area, involving the competent authorities, enabled us to find funding and plan connections with other means of transport.

The project has fulfilled the need for better information, improved transport possibilities, and optimized intermodality thanks to solutions that are suited to customers' requests. The main strengths of the project were the partners' flexibility and ability to share roles, the political support received and the financial participation from European authorities.

Contact Details

For further information on this project please contact

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Cécile Rusch, CG62 Project Officer, Department
for Partnership and Perspective Analysis on (00
33) 3 21 21 92 44 or e-mail rusch.cecile@cg62.fr

Digital Library

Background

Following technological advances and the new opportunities resulting from these new technologies, the Communauté d'Agglomération de Saint-Omer (CASO) decided to redesign both the format (portals) and the content (digitised works) of the town library's digital tools to provide greater public access to the libraries works.

Challenge

The project aimed to make the library's collections more readily available and easier to find by facilitating local and remote access for all to manuscripts and archives.



Outcome

The two portals and the first phase of manuscript and archive digitisation are currently being finalised and will be completed by the end of 2011.

The information portal will provide access to the entire library network's catalogue (soon covering 10 libraries). It will also give practical information on the libraries in the area and cultural events and activities. In addition to the information portal, the digital library portal will allow on-line access to digitised documents. An extremely precious Gutenberg Bible and 24 manuscripts with remarkable illustrations are amongst the ancient works that will be digitised during the first phase. This digitisation will enable wider access to archives but also help preserve original works that are often fragile and valuable. The portals and digitised content will be accessible using computer terminals in addition to mobile solutions including Smartphones and touchscreen tablets.



Benefits

- Improved access to library information
- Wider and remote access to the library catalogue and digitised works
- Archive and manuscript preservation by not needing to access the original document

Future Plans

The portals have been designed to evolve, as the catalogue and digitised content will be increasing in the future.

Contact Details

For further information on this project please contact:

Claire Miersman, Culture, Tourism and Communications Manager on (00 33) 3 21 93 14 44 or e-mail c.miersman@ca-stomer.fr

Françoise Ducroquet, Town Library Director on (00 33) 3 21 38 35 08 or e-mail f.ducroquet@bibliotheque-st-omer.fr



The CASO Digital Portal

Background

Following technological advances and the availability of new solutions, the Communauté d'Agglomération de Saint-Omer (CASO) decided to redesign its website.

Challenge

The project aimed to change from a “traditional” website to a real on-line service portal designed for various audiences (inhabitants, businesses, investors, students and tourists).

Outcome

Work is currently in progress on the portal and it will be put on line at the end of 2011. Via the Internet, it will provide access to a home page from which visitors will be able to choose a suitable profile (living, studying, investing, working, discovering). This allows information and services to be adapted in accordance with visitors' expectations.

Practical information about the area, intermunicipality and public services will be put on line, in addition to news on events organised in the area and progress reports for major project, etc.

Various on-line services will be offered (contacts targeted by the services belonging to the authorities concerned for each theme, etc). The information on line will use different available media (text, images, audio and video) in order to be accessible and easy to understand for as many visitors as possible.

Mobile phones will also enable access to the portal.

Benefits

- Meet customer expectations by designing a dedicated portal.
- Enable a maximum number of services and formalities to be available on line.
- Participate in changing the way authorities consider services by forcing them to think like customers.
- Improve citizens' understanding of public bodies.
- Give a vibrant image to the authority and the region via a modern, innovative portal.

Future Plans

The website will evolve and is designed to cater for new on-line services and other formalities. The information on the website will be continually updated with an events diary and news.

Contact Details

For further information on this project please contact:

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Julien Caron IT manager on (00 33) 3 21 93 14 44 or e-mail j.caron@ca-stomer.fr

Improvement Project: Maison Des Services Publics in Fauquembergues

Background

As part of the first Territorial Contract for Sustainable Development signed in 2007, the Communauté de Communes du Canton de Fauquembergues and Conseil Général de Pas-de-Calais undertook to implement a territorial development project that would meet two cross-disciplinary challenges:

- Sustainable territorial development
- Social integration

From 2007 to 2010, the Département and the Communauté de Communes du Canton de Fauquembergues both provided financial support for these development strategies via their policies for enhancing solidarity and ensuring social support for individuals. The campaigns undertaken as part of the contract were part of a wider approach that would enable access to public services for all citizens in the area.

The actions embarked upon by the intermunicipal authority over the last years aimed to organise the territory in a balanced way and seek equality in terms of access to facilities. The multiple site “Maison des Services Publics” project is part of this strategy. Its aim is to better organise and deliver public services and improve access for customers.

Challenge

The area was assessed in 2010, revealing certain important findings:

- Population growth is mainly amongst the youngest age bracket.
- The speed of population ageing is increasing
- The area has a high proportion of middle classed inhabitants but is no longer attracting managers. Blue collar and office workers are in the majority in the area.
- Inequality in access to social services must be reduced.



Fauquembergues

Enquin Les Mines

By creating this multiple site facility, certain public service challenges have arisen:

- Services must meet citizens' needs. Existing customer requirements must be met but also those of customers throughout the CCCF area.
- Public services must be of a high standard. Shared facilities must lead to a wider range of services available and increase customer satisfaction.
- Innovation. This project is a real opportunity to redesign and update services

The existing services were analysed in accordance with the eleven public service accessibility criteria.

For each of these services, this enabled us to draft:

1. A description of the services already available in CCCF
2. Service improvement objectives for the Maison des Services
3. Areas of improvement with short or medium term priority.

This exercise was a prerequisite for designing the Maison des Services project.

Partners

CCCF is responsible for managing the facilities and providing a drop-in service for its areas of competence (beneficiaries of social benefits, nursery assistant support, and the youth information service). Various partners have regular office hours in the week and complete the range of services available for inhabitants. Amongst these partners are Conseil Général (psychologist, nursery assistants and debt management), the Family Allowance Fund, National Health, Youth Service, a doctor from Helfaut Hospital, a Public Prosecutor representative, and charity organisations (e.g. winter meals for the homeless).

Outcome Illustrations

MDSP opened its two sites in January 2011. The MDSP was officially inaugurated on 17th May 2011.

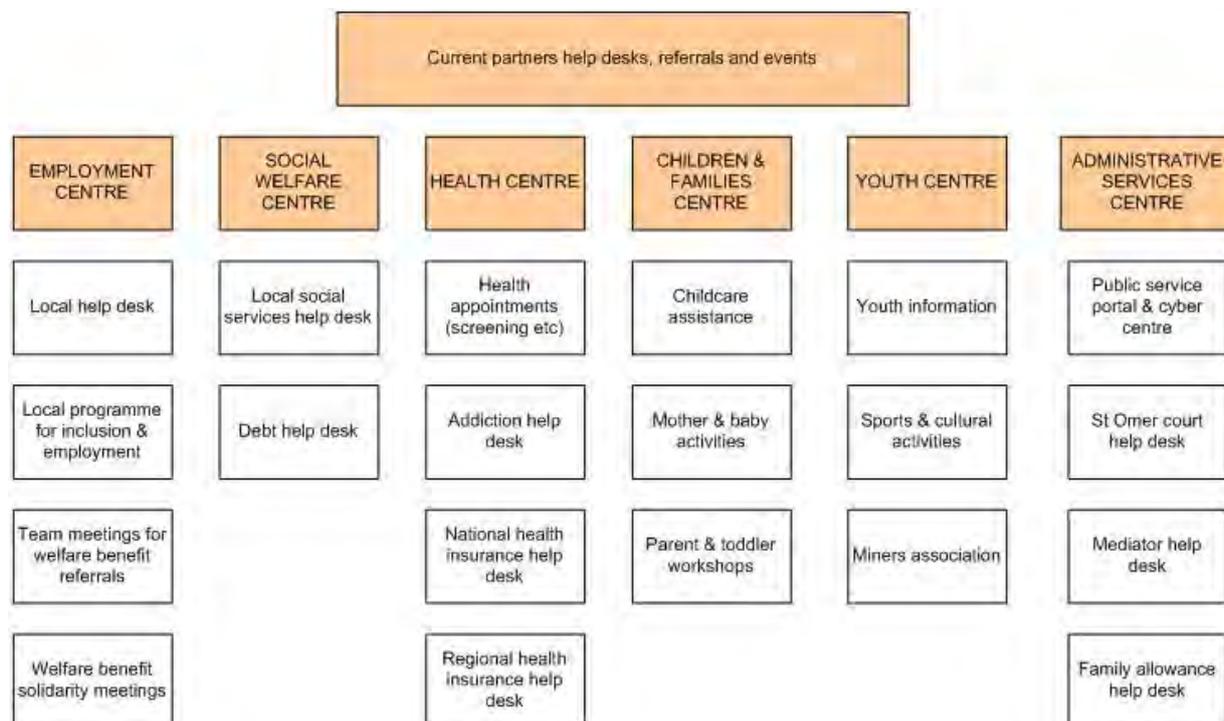


Methodology

The Observatory was used by the CCCF project to:

- Clarify citizens' needs
- Identify potential new services
- Organise the services already on the premises so that they may work with others in the area (local community services, emergency medical centre)
- Provide customer satisfaction and accessibility measurement tools
- Assist the project with ongoing improvements to service delivery
- Monitor the quantitative and qualitative service improvement objectives over time.

A large number of services were already delivered in the CCCF area and were therefore available to be consolidated, improved or developed by the Maison des Services Publics project.



Personnel: 2 full-time staff, 1 part-timer (25 hours), 1 part-timer (9 hours) and 1 apprentice (CCCF) + staff from each of the services during their opening times.

Attendance: 160 users/month in Fauquembergues

Benefits

A wider range of services

The range of services could not have increased without suitable facilities (group workshops, specific Youth Service activities, prenatal care, etc). The Maison des Services is now able to offer:

- Personalised assistance from the Youth Service
- Additional opening hours and contact points
- Group workshops and activities

Existing services now work together to provide better services

- Organising theme days
- Taking turns to be on reception
- Monitoring outcomes and following customer progress

- Coordinating activities with other projects in the area

- Audomarois Youth Centre
- Family Centre
- Information Platform and Mobility Centre
- Emergency Medical Centre
- A new project for the elderly and disabled.

Listening to customers... guaranteeing an improved, relevant service they will use

Quality interviews were carried out prior to the project to ask customers which services would be the most appropriate for the local inhabitants. The Observatory also helped provide information on how access could be improved to the facilities and services offered.

Free use of computers and ICT

development have contributed to providing better quality services and opened the way to other possibilities:

- Connecting to networks
- Internet and dedicated website access
- Dedicated monitoring tools
- Collaborative tools
- Videoconferencing

Future Plans

Using the surveys that will be carried out on the two MDSP sites, additional services will be offered progressively in accordance with target customers' expectations.

In 2012:

- Therapeutic workshops organised by a doctor
- Association for foster families and home help
- Training information
- Family support centre (family mediator, family and marriage guidance, family therapy, legal information)
- Family planning and Education

Medium/Long-term:

- Developing PLIE (Local Programme for Inclusion and Employment) services - Organising group integration projects - Creating a solidarity grocery
- CLIC (Local Information and Coordination Centre) office hours - Conseil Général du Pas de Calais office hours (prenatal care and mother and child protection)
- Developing health projects (screening, workshops, etc).

Services will be extended to the entire area (available in Fauquembergues and to be developed in Enquin-les-Mines):

- Youth Service and PLIE (Local Programme for Inclusion and Employment) office hours
- Family Allowance Fund opening hours.

Lessons Learnt

- Sharing facilities and organising a wide range of services implies the necessity for:
 - A written procedure for each request to make it easier for staff to give customers appropriate answers.
 - Suitable computer tools for efficient services.
 - Tools providing customer insight information and needs.
- In order to ensure smooth coordination of activities between authorities and partners it is essential to create a body within the MSP where discussions can be held on projects for sharing services and suggested changes.

Contact Details

For further information on this project please contact:

Carole Yvoz, MDSP Coordinator on
(0033)321 125992

Marie Paul Deblock, Director, CCCF on (00 33) 3
21 95 99 25

The website aims to offer its visitors as many on-line services as possible using the following functions:

- Multi-media communication tools: text, photos, videos and animation.
- Customisable tools for updating newsfeeds: newsletters, RSS feeds, dynamic scrolling banners, and page marking for main social networks.
- Inter-activity tools: contact forms, follow-up tools for visitor requests (monitoring on-going requests, statistics, acknowledgements of receipt, satisfaction questionnaire, reminder management), survey and visitors' appointments modules.
- Links to Saint-Omer partners, especially those that have face-to-face meeting hours at the Maison des Services Publics.
- Information access tools: font enlargement, plug-in downloads, and adaptable functions to suit visitors' computer configuration (e.g. stopping animation).
- Environmental protection tools: the St-Omer region would like to ensure that sustainable development is taken into consideration in all of its work.

Special function: A virtual avatar linked to a knowledge base



The main objective of the website was to make it easy for customers to obtain information and a

specific tool was therefore developed with this in mind. An interactive virtual assistant (avatar) will “chat” with visitors when they connect to the home page.

The assistant uses keywords so that visitors can ask a question, then go into more detail until they obtain the response they were looking for.

The virtual assistant gives answers based on the knowledge database created by the professionals working at the Maison des Services Publics, into which the administrative officers enter standard answers to the most frequently asked questions.

Benefits

- Improved clarity for citizens. - Customers' expectations are fulfilled as they have a dedicated portal designed especially for them.
- As many services and as much information as possible are available on line, improving accessibility and reducing travel.

Future Plans

The website will evolve and was designed to cater for new on-line services and other information sources. The information on the website will be continually updated with an events diary and news.

Contact Details

For further information on this project please contact:
 Carole Yvoz, MDSP Coordinator
 on (00 33) 3 21 12 59 92

Marie Paule Deblock, Director, CCCF
 on (00 33) 3 21 95 99 25

Sheerness Gateway Location & Service Providers

Using the Kent & Medway Mosaic segmentation helped to define the Sheerness Gateway location and identify key service providers to operate from the proposed Gateway

Background

Sheerness is almost entirely dominated by the least affluent Mosaic group (K&M 8) and on a lesser basis, by similarly disadvantaged transient people (K&M 7).

Swale Borough Council has been working closely with Kent County Council (KCC) on a new way of helping residents to access the services they need in Sheerness through the establishment of a Gateway.

Challenge

The Gateway operates on the principle that services follow customer needs and on the transformation of the delivery of front line services; offering multiple transactions in a single journey.

As part of the design and implementation of the Sheerness Gateway, it was important that the right services were provided to meet the residents' needs.

Therefore, a number of aspects were considered:

- Identification of the right location for the Gateway
- Design of the building
- Identification of the key service providers needed to meet residents' needs
- Partnership and integration of service providers

- Design and implementation of marketing and communications strategy



Methodology

Using the K&M groups to understand the customer needs. The following data analysis was carried out:

- A Group and Type segmentation analysis and a distribution map
- Mosaic analysis of the communities analysis of the communities living within a 15 minute drive time of the proposed Sheerness Gateway to effectively provide need responsive services in the Gateway
- Customer insight tools were used to identify the communities most likely to use the Gateway and inform the services that will be most needed

- Communities most likely to require face to face contact with Swale Borough Council were highlighted with their locations and population estimates given. It was concluded that these groups are most likely to provide the key clients for Sheerness Gateway and, thus, their needs have shaped the way in which services will be delivered
- Recommendations of services most relevant to these groups were made using Kent and District service data giving the services currently used most frequently by these groups.

Outcome

- All K&M groups are present within the 15 minute drive time
- K&M 2 and 8 are groups favouring face to face contact with Swale Borough Council - groups most likely to visit the Gateway
- SBC Interrogation of CRM contact data reveals that K&M 2 and K&M 8 group are most likely to visit the council office in person, other groups preferring email, Posters, internet or telephone contact
- Table 1 shows the population estimates for all K&M groups living within a 15 minute drive time of the proposed Sheerness Gateway, with the key groups highlighted in purple and red (63.83%).
- Based on above, K&M 2 and 8 are the groups upon which Gateway key service provision recommendations were made.

Group	15 minute drive time	
	Count	%
K & M 1	801	2.04
K & M 2	8,657	22.02
K & M 3	5,133	13.06
K & M 4	4928	12.54
K & M 5	0	0.00
K & M 6	0	0.00
K & M 7	766	1.95
K & M 8	16,436	41.81
K & M 9	1,229	3.13
K & M 10	673	1.71
K & M 11	689	1.75
U Unclassified	0	0.00
Total	39,312	100.00

Table 1: Population Estimate (copyright Experian Ltd, 2008)

Recommended Gateway Service Provision

- SBC customer service
- Housing
- Revenues and Benefits
- Council Tax
- Adult Education
- Jobcentre Plus
- Social Services e.g. KASS
- Libraries with access to public computers
- Children Centres
- Connexions,
- Kent Teenage Pregnancy Partnership
- Citizen Advice Bureau (CAB)
- Credit Union
- Health Services/Trainers
- Kent Highway Services
- Cultural facilities

Confirmed Partners

- Swale Borough Council services (Customer Service, Housing, Revs & Bens, Council Tax)
- Kent County Council Contact Centre

- Adult Education/Skills Plus
- Sheerness Library
- Kent Adult Social Service (KASS)

Showing a keen interest are;

- Hi Kent
- Health Services/Trainers
- Kent Association for the Blind (KAB)
- Porchlight
- Citizen Advice Bureau (CAB)
- Sheppey Tourism (Cultural facilities)
- Voiceability (Carer support)
- Diversity House (service for minority group)



Ground floor layout



First floor layout - artist impression

Benefits

- Service provision meeting residents needs
- Modern facilities
- Extended business hours
- Simple and friendly access to public services
- Easy accessibility to services
- Convenient location for service users
- Continuous improvement of services
- Increased partnership and inter- agency working

Future Plans

- The Gateway concept ensures that both the county and borough council can sustain services and meet long term efficiency goals.
- It is our plan to make positive difference to the lives of local residents in Swale
- Mosaic will be central to all service provisions to enhance efficiency and effectiveness in service provisions.

Lessons Learnt

When carrying out similar reviews of service delivery in future, where putting the customer at the forefront of provision, consideration will be given to further opportunities to integrate Mosaic data (customers) and Sheerness Gateway management system data.

Contact Details

For further information, please contact:

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Marlowe Theatre, Canterbury

Using the Kent & Medway Mosaic segmentation to inform the creation of a new marketing plan for the New Marlowe Theatre Project, focusing on mapping existing users, Friends of Marlowe and marketing needs

Background

The Marlowe Theatre is a multi- million pound redevelopment project at the heart of Canterbury's capital development programme. The project has transformed the former theatre into a regional theatre with national appeal. As part of this transformation, the theatre team needed to modernise and develop their offer to regular users and potential regular users of the facility. The old theatre operated a simple members scheme, called the Friends of the Marlowe Theatre, but knew that it hindered the development of new and regular audiences outside of a very specific section of the actual theatre audience.

Challenge

The Mosaic project therefore aimed to define existing audiences, and propensity for segments to engage with Marlowe. Through interrogating data, establish a marketing plan to deliver increased audiences for the New Theatre, especially in respect to the Friends of Scheme in converting users into regular users of the theatre.

Methodology

As a theatre with a single booking office, data collection was relatively simple. The booking system could provide postcode data for the theatre covering several years' attendance, and to

household level. We were also able to strip data down to theatre genre to further analyse the use of the theatre by different target audiences – families with disposable income, students, families at risk of social exclusion and older people living in our coastal towns.

This data was cleaned and profiled using Mosaic to show the likelihood of attendance by the various Mosaic groups.

To then understand how likely use of the theatre compared to brand loyalty through joining the membership scheme, we used the membership database for the final year of the theatres opening to show the propensity to use the theatre alongside the propensity to become a Friend of the theatre.

Outcome

The outcomes were interesting. Where we expected to see high use – for example in our middle- aged, high earning residents, we found this was merely average, whereas paradoxically, the same group were very likely to become a friend of the theatre (despite only average use). Then, for groups we expected to be lower users, such as the families with younger children, we found they were quite likely to attend, but had poor take up of the Friends scheme.

We ran the data in several ways until we came up with a one page synopsis sheet that, using a RAG colour coded scheme, allowed us to quickly identify the strengths and weaknesses of the old theatre in terms of use and brand loyalty (membership), and where development opportunities were for the service through the new theatre.

We found that the loyalty of our young singles and students market was poor within the locale of the theatre, but grew within the county, as did membership to the Friends scheme, whilst an expected audience in older, active residents within the district was poor, but very strong on a regional and national level, which was again mirrored in the Friends activity.

Both of these suggested that more needed to be done for the local audiences in these two groups, rather than as a regional or national attraction. Likewise, converting our Friends from our high-earning residents into regular users needed to be addressed.

Benefits

Building on the outcomes, the Theatre developed a set of new Friends schemes designed and targeted towards these specific audiences, especially students, families and our older, local residents. A premium scheme was also developed to further entice and engage our higher earning residents and Friends.

The schemes are now an important and integrated part of the Marlowe's income streams, and support bids for grant aid and project development. All the schemes have seen rapid growth, using targeted marketing plans developed in conjunction with the Mosaic media likes and dislikes information.

Mosaic has been further used to better understand, and take opportunities from, key

events such as the annual Pantomime, which we know attract 'one off' audiences, and those from our harder to reach groups. Work has been done to develop bespoke marketing activity to engage and attract these groups to the Friends of Schemes with offers directly associated with future pantomime events and productions.

Future Plans

Through the Culture and Enterprise Mosaic Users Group, we have shared the information and development learnings with other theatres within the region. Mosaic still plays an important and valuable part in the continuing marketing and audience profiling of the theatre, and the box office system has been designed to process postcode information more efficiently for future use.

Lessons Learnt

We would have liked to have used this information at a much earlier date, and to have used it to better inform and drive the development agenda for the theatre. It came at parallel time to the development of new policies and plans for the Theatre, so has been retrofitted to plans, which, in hindsight, would have been better if developed as part of that process.

Contact Details

For further information on this project, please contact Peter Davies, Cultural Policy Advisor on 01227 862 085 or e- mail peter.davies@canterbury.gov.uk

Gravesham Borough Council Corporate Business Plan 2011-2015

Using the Kent & Medway Mosaic segmentation to ensure the priorities for the community are reflected in the activities described in the plan

Background

The borough of Gravesham is extremely diverse with a vibrant mix of people and a borough which spreads from a historically important urban environment through to the picturesque crest of the North Downs. As well as an ageing population, the borough also has a very diverse community. Gravesham has a population of approximately 98,800 and 13% of the population are from a black and minority ethnic community, the highest proportion in Kent. In July 2011, Gravesham Borough Council introduced a new Corporate Business Plan which shapes its priorities and activities over the next four years.



Challenge

The council is committed to re-connecting with the local community which can only be achieved by understanding who the communities are and engaging with them effectively.

While compiling the Corporate Business Plan a Mosaic study was conducted into the consultation forums, groups, and associations that the council operates and how representative of the borough they actually are.

By ensuring that the consultation groups reflected the wider community the council could be sure that it was taking into consideration the requirements of its population.



Methodology

Data was supplied by the council's Cross Practitioners Group of the various forums, associations and groups that the council takes part in/facilitates within the community.

The membership of the community forums was compared against the K&M groups for the borough to see if any areas were over or under represented.



Outcome

The key conclusion for the study was that although the current membership of forums, groups, and associations is representative of the borough, there were significant under representation within two K&M groups, specifically young married and single families.

Benefits

The Corporate Business Plan has been developed taking into consideration the whole of the community as opposed to a smaller sample from fewer backgrounds.

Future Plans

A community pledge has been introduced which aims to involve all areas of the community in helping direct the council's services. Using the profiling data the membership of future

groups can be checked to ensure all groups are represented.

Lessons Learnt

When setting up future groups' consideration will be given to the profiling data to ensure equal representation from day one rather than determine where there are differences afterwards.

Contact Details

For further information on this project, please contact Darren Everden on 01474 337240 or e-mail darren.everden@gravesham.gov.uk

Thanet District Council Green Waste Service

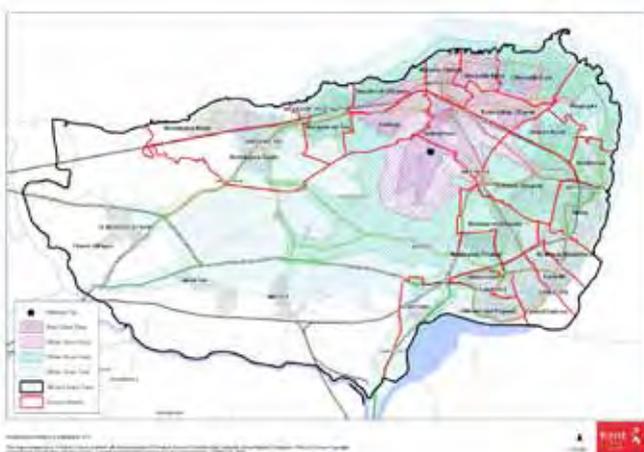
Using the Mosaic segmentation to profile current subscribers to the service and identify potential customers by ward to increase take up of the service to increase efficiency.

Background

Thanet District Council currently provides a chargeable green waste collection service throughout the district. 4,103 households subscribed to the service before this project.

Challenge

To use Thanet District Council's green waste service user data to explore ways in which wider use of the service could be encouraged. Firstly, identify the types of people most likely to use the service; secondly, select the areas in which these people should be targeted based on the following factors: their social composition, their distance from Manston tip and their position with regards to the freighter's planned route.



Map 1: Drive time distances from Manston tip

Methodology

The postcodes of all households who currently subscribe to the service were supplied for analysis. These postcodes were profiled using the social segmentation tool Mosaic to determine the types of people most likely to use the service. Next, wards containing large numbers of these groups were identified. Theoretically, advertising the green waste service to people within these wards, where green waste service users are comparatively high, will yield higher numbers of new customers than a blanket campaign covering all wards in Thanet.

In addition, TDC are keen to target households that do not currently have good access to Manston tip, advertising that the green waste service is more cost effective than frequent trips to the tip. Drive time polygons were drawn around the tip site to identify wards which largely fall beyond a ten minute drive from the tip.

Outcome

Our green waste service campaigns focused on the wards recommended and we organised a leaflet drop to these areas. The subscription was increased and therefore the project was a success.

Benefits

Our take up on green waste service is now 4757, which was an increase of 654 customers (nearly 16%) in one year.

New subscribers to the service are clustered geographically, enabling us to more effectively deliver the service with the freighter round design.

Future Plans

The successful use of Mosaic data within this project has encouraged its use in other Waste and Recycling initiatives. For example, Mosaic data has been used again to inform a communications strategy for the trial of seagull proof rubbish bags in Ramsgate.

Lessons Learnt

Each Mosaic group of people is built from several UK Types. Where only a few types are significant within a group, it can be worthwhile focusing the analysis at type level to inform targeting strategies. However, in this case, the green waste users making up each of the target groups are distributed fairly evenly at type level with no one or two types emerging as significant within a group.

Contact Details

For further information on this project, please contact: Alan Martin Tel: 01843 577173 E-mail: alan.martin@thanet.gov.uk

Census 2011

Using the Kent & Medway Mosaic segmentation to improve Census enumeration.

Background

The 2011 Census involves local authorities with the Office for National Statistics (ONS) in counting the population of the country. With future funding so dependent on population statistics, it was vital for Tunbridge Wells to do everything possible to maximise the census return.

Challenge

Tunbridge Wells Borough Council was challenged by the Office for National Statistics to identify the priority groups to address in the census local partnership plan – a blueprint for communicating the census to our population and a key tool in helping the ONS to deploy resources following census day, to follow up missing returns.

The Council set itself the objective to:

- Maintain or increase the enumeration rate for the Census 2011, compared to Census 2001
- Improve enumeration rates for customer groups identified as being less likely to return their census
- Reduce time taken to obtain a census return by field workers
- Maximise online census returns for appropriate customer groups.

Methodology

This project combined Mosaic customer profiling data with other sources, including the ONS Hard To Count Index, Electoral Registration returns

and Council Tax data, to develop forecasts for the areas within the borough that were likely to be the most difficult to enumerate during the Census 2011 and to develop communication strategies for those groups.

Outcome

Our work identified which of the K&M customer groups were most likely to live within the areas of the Borough classified as hard to count (as provided by the ONS).

KM Group	HTC 1	HTC 2	HTC 3
One	Above Average	Low	Low
Two	High	Low	Low
Three	Low	High	High
Four	Average	Below Average	Low
Five	Low	High	High
Six	Low	Average	High
Seven	Low	Average	High
Eight	Low	High	Low
Nine	Low	High	Average
Ten	Above Average	Low	Low
Eleven	High	Low	Low

Our analysis showed that groups K&M 3, K&M 5, K&M 6, K&M7, K&M8 and K&M9 were amongst the least likely to respond to the census. Communication strategies, based on the

information from the pen portraits, were created to help get the message across. Specific activities for each group included:

K&M 6: Census staff briefed to highlight online completion option to this group and ensure distribution of information via twitter.

K&M 7: Census staff to ensure collectors carry Cantonese, Mandarin, Polish and Romanian translation booklets.

K&M 8: Census staff to be aware of possible literacy issues and use local community and children’s centres for key advertising and support.

K&M 9: Ensure local completion events organised and publicised through Community Wardens.

Benefits

Whilst the return rates for the 2011 Census are not yet available, anecdotal feedback indicated that the enumeration rate attained in 2001 had been reached and perhaps even exceeded in 2011.

Future Plans

Whilst the census is not due to be run again for another 10 years, the ideas and principles behind encouraging people to return their census can be applied to returns for Electoral Registration.

Lessons Learnt

The use of GIS mapping systems to help overlay many different data sets was of great benefit when making comparisons. We were also then able to publish those maps for the benefit of the ONS census enumeration team to take advantage of during their follow up work.

Contact Details

For further information on this project, please contact Ian Hirst on 01892 554284 or e-mail ian.hirst@tunbridgewells.gov.uk

Hard to Count Indicators mapped against K&M Customer Groups

		K&M One	K&M Two	K&M Three	K&M Four	K&M Five	K&M Six	K&M Seven	K&M Eight	K&M Nine	K&M Ten	K&M Eleven
% Of population		31%	11%	11%	6%	0%	7%	3%	9%	8%	2%	12%
Target Group	Enumeration Difficulty Rating											
Young Adults	High	Below Average	Below Average	Average	Average	Above Average	High	Above Average	Average	Low	Low	Below Average
Students	High	Average	Below Average	Below Average	Below Average	High	High	Average	Average	Low	Low	Below Average
Bangladeshi Ethnic Group	High	Average	Low	Average	Low	High	High	High	High	Low	Low	Low
Black African Ethnic Group	High	Low	Low	High	Low	High	High	High	High	Low	Low	Low
Black Caribbean Ethnic Group	High	Low	Low	Above Average	Low	High	High	Below Average	High	Low	Low	Low
Adults 80+	Medium	Average	Below Average	Low	Low	Low	Low	High	Low	High	High	Below Average
Indian Ethnic Group	Medium	High	Low	Average	Average	High	High	Below Average	Below Average	Low	Low	Low
Pakistani Ethnic Group	Medium	Average	Low	Average	Low	High	High	Above Average	High	Low	Low	Low
Chinese Ethnic Group	Medium	Above Average	Low	Above Average	Above Average	High	High	High	Below Average	Low	Low	Low
Multiple-occupancy dwellings	Medium	Average	Low	Average	Low	High	High	High	Low	Average	Low	Low
Pre-school	Low	Average	Average	Average	High	Average	Low	Low	Average	Low	Low	Average
Private rented accommodation	Low	Below Average	Low	Above Average	Low	High	High	High	Low	Below Average	Low	Above Average
One Person households	Low	Below Average	Low	Average	Low	Average	Above Average	High	Average	High	Average	Low
Low-income groups	Low	Low	Low	Below Average	Low	Average	Above Average	High	High	High	Low	Low

Customer Insight Toolkit

Using the Kent & Medway Mosaic segmentation to Place the Customer at the Heart of Service Delivery

Background

“Customer choice and service personalisation will be at the heart of service delivery in the future. The Council must continue to work to ensure all communities and service users feel their needs are understood and that they can play a part in shaping and monitoring services.”

-Vision 2026 – Tunbridge Wells Borough Council

To support our Vision for 2026, the Council will use Customer Insight at the centre of plans transforming how customer contact is managed and delivered for residents of the Borough.

Challenge

Against a background of advancing technology fundamentally and permanently changing our resident's communication preferences, our challenge is to redefine how we do business as a council and ensure we are well set to cater for our customer's higher expectations in the next five to ten years.

We are embarking on an ambitious programme of work to drive down unnecessary customer contact and provide our customers with their choice of the most appropriate communication method for their enquiry.

The Council's Customer Insight Toolkit incorporates the Kent and Medway Mosaic segmentation to help inform how we can best improve and deliver services to our residents.

Methodology

The Customer Insight Toolkit is a series of mini-projects and activities undertaken by a service, with the support of the Business Delivery Unit, with the objective of creating an action plan of improvement that will address the needs of customers and improve the efficiency of business processes.

The different elements of the toolkit include:

Data Analysis

The Council holds a great deal of data about the customer's experience of a service but it may be difficult to access because it is held by different departments, or is buried in computer databases. One of the aims of the toolkit is to extract the value from this data and identify opportunities for improvement to add to the action plan.

Customer Surveys

A customer feedback survey or workshop is held with users of the service to help understand their expectations of the service and how well we deliver against their expectations. Identifying the areas where the gap between expectation and delivery is the greatest will inform the action plan for improvement.

Mosaic Analysis

Mosaic analysis is undertaken to help explore a number of key themes for users of the service:

- Appropriate style and language in

communications

- Appetite and opportunity for channel shift
- Promoting other services that may be of interest

Customer Demand Monitoring

Staff in the service will record and categorise reasons for customer contact over a period of time, to help identify avoidable contact and create an action plan to address the causes.

Website and Correspondence

A group of service users are surveyed on their experience of navigating the website to perform specific tasks. A readability test is applied to all standard letters/emails and key pages on the website to help reduce jargon and promote plain English.

Customer Journey Mapping

A complex but potentially revealing element of the toolkit is Customer Journey Mapping and involves following a customer through their journey of requesting and receiving a particular service and recording their reactions/feelings/insights at key points in the process. Outputs from the journey mapping contribute towards the improvement plan.

All of this data is combined to paint a picture of the customer's current experience of service provision and an action plan is created to tackle areas that need improving.

Outcome

The Customer Insight Toolkit generates a wide variety of ideas for improvement, varying in scale and complexity from simple quick fixes to longer term improvement projects requiring capital funding to progress.

Our work to date has uncovered an unexpected demand amongst the users of our housing service for mobile web and SMS messaging as

a means of staying in touch and we will also explore the potential of using facebook as a way to deliver information and services to Housing Register applicants.

We will be undertaking a full review of the content on our website with a view to making it easier to understand for the customer.

Benefits

The customer experiences an improved service from the Council and is able to choose their favoured method of communication. Staff are able to concentrate on value-adding work, instead of dealing with unnecessary customer contact.

Future Plans

The Customer Insight Toolkit is being rolled out across all customer-facing services in the Council.

Lessons Learnt

The toolkit is under development and lessons learned from each implementation are used to refine the toolkit.

Contact Details

For further information on this project, please contact Ian Hirst on 01892 554284 or e-mail deliveryunit@tunbridgewells.gov.uk

Visitors to Whitfield Offices

Using the Kent & Medway Mosaic segmentation to reduce the number of visitors to the Dover District Council's Whitfield Council Offices

Background

Dover District Council's main offices are based at Whitfield, which is also the base for the Contact Centre. Staff from the Contact Centre are required to deal with face-to-face enquiries at the Whitfield front desks. This impacts on the staffing numbers of the Contact Centre and in turn, affects the call-answering times and abandonment rates.



Challenge

The objective of the project was to identify opportunities for the other Area Offices to absorb some of the customers by looking at how far customers travel to visit the Whitfield reception area and their reason for visiting. By identifying the K&M groups the majority of transient visitors belonged to would inform the most effective communication methods to encourage use of Area Offices which may be geographically closer to where the customer lives.

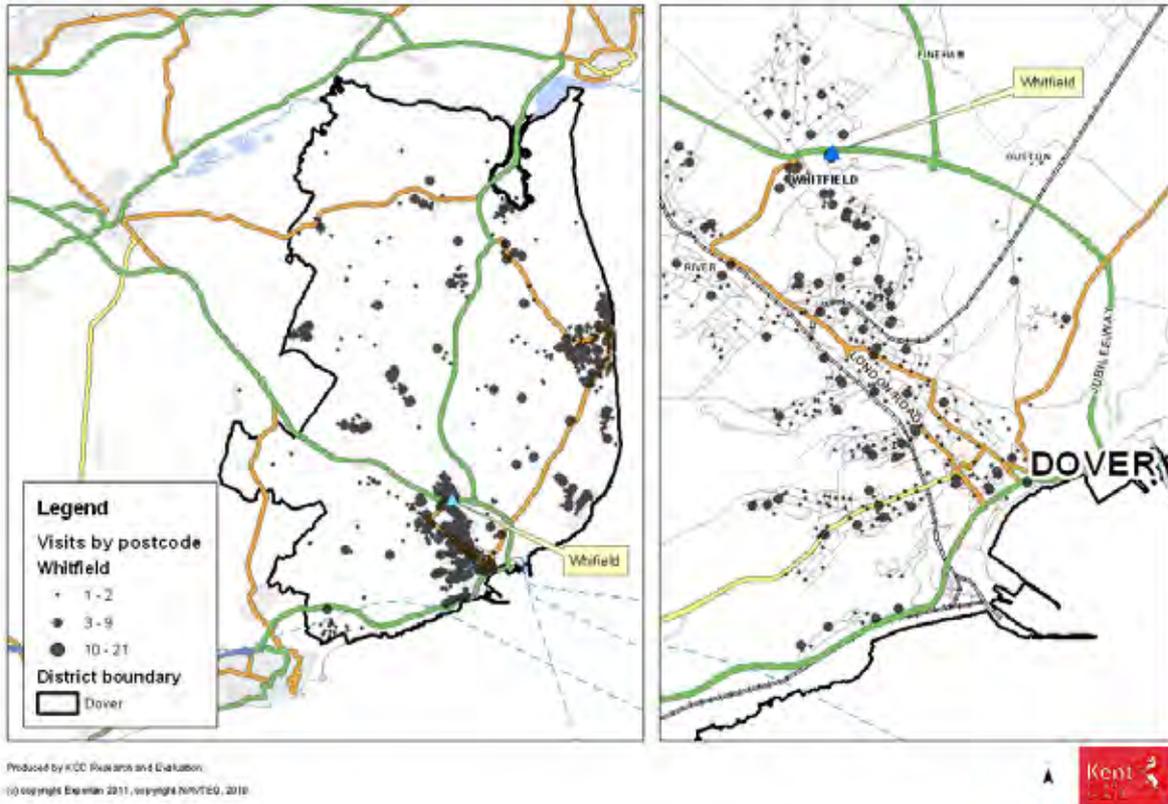
Methodology

Data was collated at the Whitfield Reception for all visitors for a quarter. This included the postcodes for each visitor as well as their reason for visiting.

A data extract from the Customer Management System for the same period was sent to KCC's Research and Intelligence team to map households and the journey undertaken along with its purpose.

Outcome

The analysis showed that customers from across the district use the Whitfield Office, regardless of location or proximity to another Area Office. It was identified that there was a need for promotion of the other Area Offices and the



Gateway, to encourage customers to use these offices to deal with their enquiries.

The most effective methods of promotion for each Area Office could then be linked back to the K&M groups, identifying the most prevalent in each area.

Benefits

The benefits will be improved access to services for the customer and better use of technology to deliver services. As a result of successful redirection of enquiries, less people will visit the Whitfield Reception for each quarter measured. This will lead to a reduction in officer time at Whitfield, dealing with face to face enquiries, especially those where information is available through other sources/channels that are less expensive to the authority.

Overall the capacity to answer calls in the Contact Centre should also increase.

Future Plans

The next stage is to review the delivery of face to face customer service. It is envisaged this will be done by:

- Refreshing the data exercise with up to date information to ensure future actions match future trends.
- Delivering services and /or information in other formats with a view to reducing transaction costs.

Lessons Learnt

We have learnt the importance of using local and Mosaic data to shape the services for the future.

Contact Details

For further information on this project, please contact Brinley Hill on 01304 872246 or e-mail brinley.hill@dover.gov.uk

Health and Wellbeing Day

Using the Kent & Medway Mosaic segmentation to target health improvement messages/promotion at Tonbridge and Malling Libraries

Background

The library health days aim to target two groups:

- a) those groups with some health issues but with an awareness / willingness to improve their lifestyle to achieve health benefits where additional light touch promotion might encourage them to make additional lifestyle changes and
- b) those groups suffering poor health with little propensity to make changes to their lifestyles where harder hitting messages are required to encourage lifestyle changes and achieve greater awareness of health issues.

Challenge

The types of messages needed to cover a number of “Choosing Health” objectives including diet and nutrition, exercise, smoking cessation, alcohol awareness as well as practical sessions to undertake physical health and wellbeing checks.

Methodology

Initial mapping of K&M3 and 8 groups distribution within the Borough was undertaken to identify clusters of those with the propensity to suffer poor health/unhealthy lifestyles. Additional mapping was then also undertaken using the sub groups of K&M 3/8 to provide a more refined distribution.

This data was then mapped with local library locations to determine where it was most appropriate to organise these events. Clusters at Tonbridge and Borough Green have been identified and the first health day held at Tonbridge Library.

A variety of groups and agencies were involved on the day, to cover a range of health related topics, offering advice and handing out practical information. This was particularly useful for those within the K&M3/8 groups as they benefited from direct contact without having to formally visit a health professional in a surgery environment. Physical checks including cholesterol, blood pressure and BMI measurements were also taken.

Outcome

180 people engaged, 35 signed up for the Healthy Passport Scheme, 30 children engaged with the healthy eating/ nutrition demonstrations, 12 people received Health on the Web training, 25 people received health and wellbeing checks, 3 of which were signposted onto the Weight Management Programme and another person referred to their GP due to high cholesterol.

Benefits

- Targeting of support to those areas most in need using mosaic

- Joint working with partnership health agencies to deliver advice etc
- Direct contact with target audience which is preferable mode of communication for K&M3/8 Groups

Future Plans

Following the success of this event, there will be additional events held in other libraries across the borough with the next in Borough Green. Other locations will be identified in areas where the data highlights those in poor health and benefiting from direct contact.

Lessons Learnt

When carrying out an event like this in the future we would factor in more time for the health and wellbeing checks. Whilst promotional literature was popular, it was far outweighed by the number of people wishing to have physical checks. Use of the sub groups to KM3/8 provides a more refined pattern of distribution for those in need.

Contact Details

For further information on this project, please contact 01732 876155 or e-mail healthy.living@tmbc.gov.uk

Improving the on-line take up of Ashford Voice, the council's ezine for residents.

Using the Kent & Medway Mosaic segmentation to increase the take-up of Ashford Voice

Background

In March 2011, Ashford Borough Council replaced their bi-monthly magazine, mailed to 55,000 households in the borough, to a monthly online e-zine version.

The e-zine can be accessed, via the council's website or via an e-mail link sent direct to a subscriber's inbox

Currently, there are 1932 subscribers to the system, which is increasing at a rate of around 6% per month.

The challenge is to increase the readership and number of subscribers to the online ezine by targeting those members of the population more predisposed to accessing information on-line.



Challenge

The aim of the project was to use the customer insight tools to identify ways to promote subscription sign ups and readership of the e-zine.

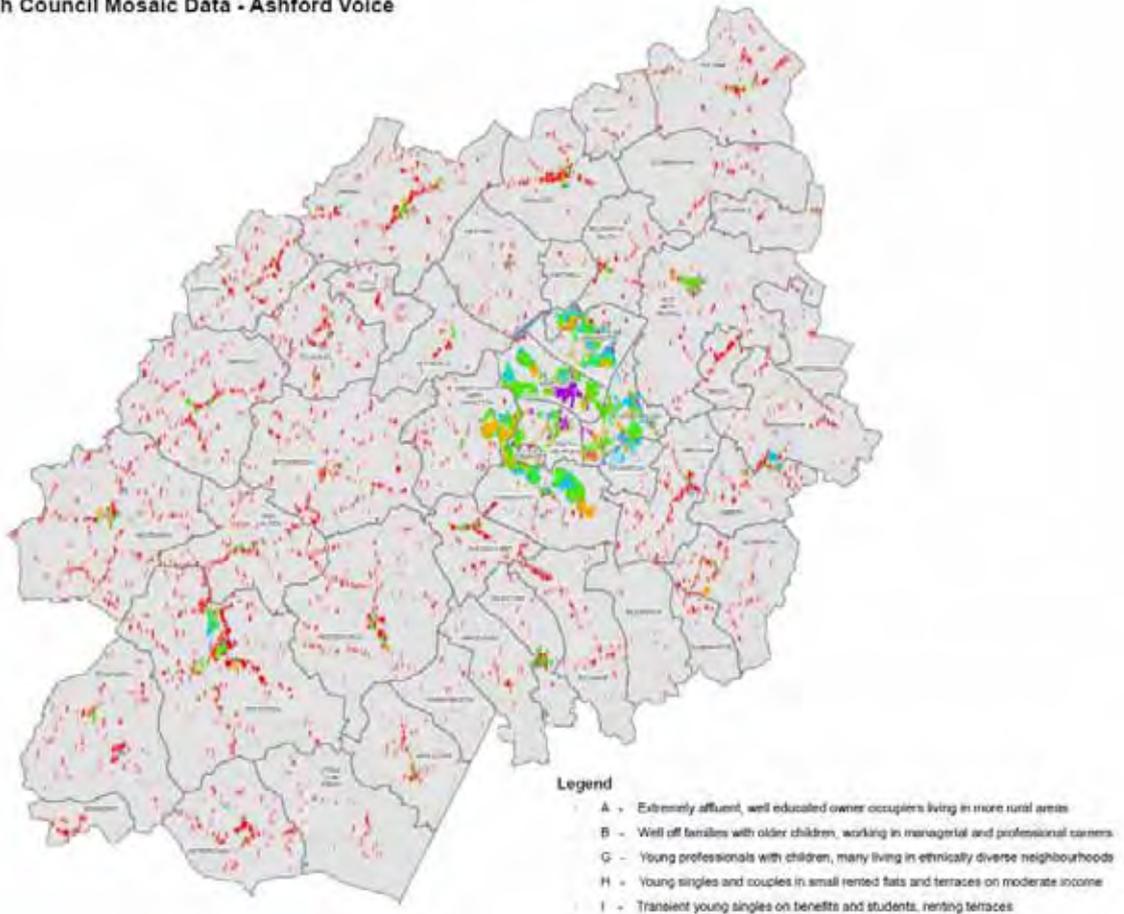
Methodology

The K&M lifestyle groups most likely to access information online were identified as:

K&M Group	Household (number) in each group
A	8786
B	4630
G	7816
H	2799

Outcome

With the customer insight analysis, the council now has an in-depth profile of the K&M groups that are more likely than other members of the borough's population to access information on-line and the neighbourhoods/addresses where they are most concentrated.

Ashford Borough Council Mosaic Data - Ashford Voice

Future Plans

The next step is to introduce a location specific communications programme, supplemented by post code specific online advertising through google and facebook.

This will be piloted in a specific ward/area of the borough where the highest density of these lifestyle groups exist to test initial takeup.

Contact Details

For further information on this project, please contact:

Brigid Burnham Head of Strategy, Partnerships
& Communications Ashford Borough Council
01233 330543

Green Waste Collection

Using the Kent & Medway Mosaic segmentation to target potential customers for the green waste collection service

Background

Dartford Borough Council supplies a green waste collection to its residents. It has approximately 41,000 properties in the borough, 6,000 of these are flats.

Challenge

The objective of this project was to increase take up of the green waste collection service.

Methodology

The postcodes of the current users of the green waste collection service were analysed using Mosaic, this identified the K & M profiles of the main service user groups. Next, roads containing large numbers of these groups were identified, outside a 10 minute drive time of the local refuse sites. This information was clustered into wards to allow a more efficient and cost effective route for the collection freighter. This information was then grouped into three target phase groups for advertising the service.

Outcome

Results showed that most of the current users of the green waste service are from the K&M1,2 and 10 groups. These consist of people who are on a high income, live in large comfortable homes which are often detached, K& M 10 in particular were older couples who live in rural/coastal areas.

In response to the findings, leaflets were designed, which would be distributed to advertise the service.

In order to test Mosaic, approx 4,000 leaflets were distributed to those identified in phase 1 – (those people most likely to take up the collection), whereas approx 500 leaflets were distributed to groups which were shown to be least likely to take up a green waste service (outside of a 10 min drive time).

Benefits

Using the targeted, rather than the blanket approach resulted in £4,650 of savings (saved in production of leaflets and delivery). 16% of those targeted in phase 1 took up the service, and take up was found to be 2.8- 3 times more successful among identified Mosaic groups than the other Mosaic groups tested – only 4% took up the service in those groups identified as least likely to use the service.

Future Plans

The Council plan to carry out further targeted promotion of the green waste service and will use Mosaic to do this. It will promote the service to the same audience again (phase 1), whilst also targeting phase 2 and phase 3. The same principles used for this project can be rolled out to other local authorities very easily.

Lessons Learnt

If we were to do the same project again we would do more targeted advertising earlier on- before the scheme becomes available to the public.

Contact Details

For further information on this project please contact Ruth Scully on 01322 343440 or e-mail ruth.scully@dartford.gov.uk



Poster used to advertise the green waste service

Medway Council Tax Collection

Using the Kent & Medway Mosaic segmentation to increase Council Tax collection rates

Background

Council tax is one of the main revenue streams for local authorities in the UK. Local authorities are funded by Revenue Support Grant, directly from government and Dedicated Schools Grant, for those authorities who provide an Education service. This is then topped up through charges for specific services and Council Tax – a locally determined, locally collected tax. Only these latter two are the ones that local authorities have control over – RSG and DSG are determined centrally by the Treasury.

Challenge

As one of the principal income streams for the council, the pressure on local government budgets from the governments economic policy created a need to maximise income, whilst not adversely affecting the local population who may be suffering income problems of their own due to the economic downturn. The challenge was to maximise income from council tax whilst being sensitive to those who are generally unable to pay. Council tax represents just under £100m of income to the council, and thus an increase of just 1% point results in an additional £1m of revenue to be spent on council services.

Methodology

Council tax data was extracted from the council tax database and matched at household level to Mosaic data. It included data markers for those in

arrears, those who had been sent reminders and those who had received court summons for non-payment. In addition BACS (Banks Automated Clearing Service) who are responsible for automated payment processes in the UK, particularly direct debit, became an additional partner in the project. BACS supplied data on direct debit take up at household level, matched to the Council tax data.

Outcome

The Mosaic analysis showed that there were two broad groups that were more likely to be in arrears, have received reminders and had court summons. The first of these are Medway's most deprived and low income families. This group are those who genuinely can't pay and the best we can do for them is to stop chasing them for money they don't have, and refer them to financial assistance schemes. The second group were highly pressurised households. Generally these households had moderate and above average incomes (but not the highest earners) but also a great deal of demands on them. They are likely first time buyers, with large mortgages, young children and early career professionals with high work commitments. They may also be used to an affluent lifestyle, and prefer to have the latest gadgets, holidays abroad and new car. As such, they didn't pay their council tax out of lack of money, but simply because it was low priority for them.

Clearly chasing the first group for their council tax is unproductive as they are simply unable to pay. However, the second group clearly can pay, but we need to make sure that council tax is one of the first things they pay, and direct debit is the way to do this.

The direct debit data from BACS was compared to the mosaic and council tax data, and the groups most likely to take up direct debit identified. This identified a potential and feasible increase in direct debit take up from 67% of households to 80% of households, representing 50% of the overall additional potential increase in council tax take up. This would eliminate a quarter of a million cash or over-the-counter transactions per year.

This project is still progressing. A council tax media campaign is planned for the Autumn of 2011, targeted specifically at those households identified as likely to take up direct debit.

Benefits

The first benefit is reduced pressure on those households who genuinely cannot pay, reducing the financial stress they're under.

The second benefit will be improved customer service for those people who chose to pay by direct debit – these people will now need to interact with the council less.

The third benefit will be an decrease in transaction costs for the council – eliminating some 250,000 cash or over-the-counter transactions per year.

The fourth benefit will be an increase in council tax collected, resulting in greater revenue for the council with which to mitigate the impact of budget reductions.

Future Plans

The direct debit campaign is underway and will be monitored to ensure the expected outcomes are achieved.

This type of analysis can be relevant to other payment based services. For example housing services could use a similar service to collect rent.

Lessons Learnt

Timing is key for this particular service area. They work to strict annual timetables for billing residents and integrating the project with those timetables (having the campaign ready for annual billing) would have worked much better

Contact Details

For further information on this project, please contact Steve Long on 01634 331490 or e-mail steve.long@medway.gov.uk

Medway Library Efficiency

Using the Kent & Medway Mosaic segmentation to improve the efficiency of the libraries services by increasing the number of active users of libraries in Medway

Background

Medway has sixteen libraries, a mobile library and one children's mobile. There are just under 50,000 active library users in Medway.

Challenge

Medway has a greater number of libraries per head of population than other areas, but a lower proportion of the population actually use libraries. However, the council remains committed to its existing library service. The aim of the project is therefore to improve the efficiency of the libraries services by increasing the number of active users of libraries.

Methodology

The project analysed both the breakdown of the active borrowers, and the breakdown of what they borrowed. This was to take account of both who was borrowing and what they borrowed. A greater increase in usage may be achieved by attracting a small number of heavy users.

Outcome

The analysis identified two groups. The first are those which show a greater tendency to use libraries than normal. The second group were a very ethnically diverse group which showed a high potential of using libraries, but currently didn't. A targeted communications campaign for each group has been undertaken. Specific analysis

has been undertaken around Rochester library, which identified that the demographic make-up of Rochester library users differed significantly from the library managers' expectations. As such further analysis was undertaken around each library.

Benefits

The specific library analysis will inform the stock purchasing strategy for the next financial year, meaning the right book for the people who use the library will be purchased. Additional users will be attracted through a targeted communications campaign.

Future Plans

The intention is that the learning from this exercise can be continued to be developed during further stock purchasing rounds

Lessons Learnt

Two key lessons were learnt during this project. Firstly, we identified the importance of looking at borrowers in comparison to both the breakdown of both households AND population, as these can produce different results. Secondly we learnt the importance of looking at individual libraries, who have vastly differing readerships in comparison to their local population, and hence the need for a separate stock purchasing strategy for each library.

The learning from this project methodology could be applied to any service which provides services from multiple locations.

Contact Details

For further information on this project, please contact Steve Long on 01634 331490 or e-mail steve.long@medway.gov.uk

E-Billing Take-Up

Using the Kent & Medway Mosaic segmentation to increase the take-up of e-billing for Council Tax payments in Shepway

Background

Shepway District Council introduced an e-billing service in 2011/12 that enables people to receive their council tax and business rate bills via email rather than a posted letter. This saves money for the council, offers convenience to the customer, and has environmental benefits through reduced paper and printing usage.



Apply before 30 April to be entered in a prize draw to win shopping vouchers worth £50!

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Receive your council tax or business rates bill direct to your email inbox.
Applying online is easy. Visit our website www.shepway.gov.uk and just click on the eBilling link under My Council.

Help us help our environment. Help us more further by paying by direct debit and avoid the hassle of missed payment dates.



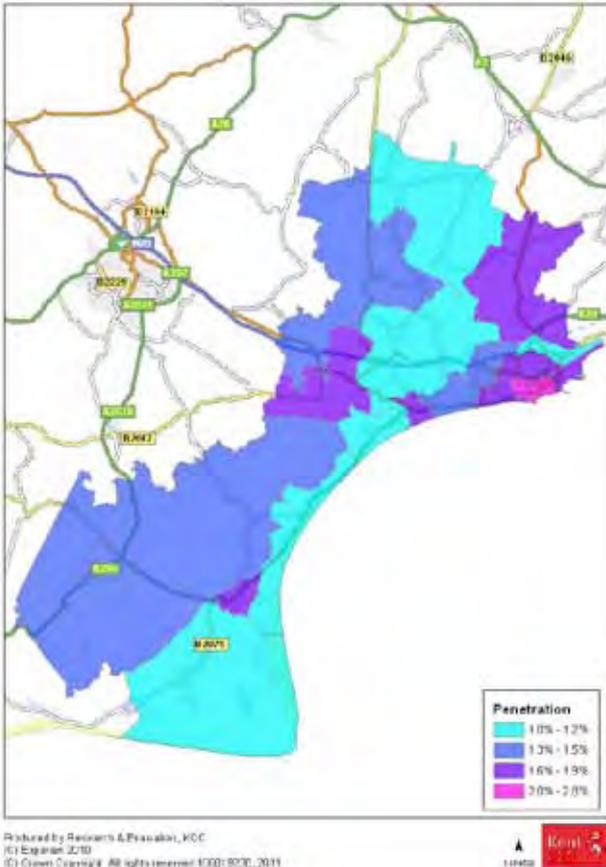
Challenge

The aim of the project was to use the customer insight tools to identify ways to promote the service amongst the residents of Shepway to increase the number of people who are registered for the e-billing service for their council tax bills.

Methodology

The project team combined the Mosaic segmentation data with postcode data for around 770 e-billing subscribers who joined in the first phase of the project. This analysis gave the project team:

- Information on two K&M groups – K&M F and K&M I – where the households are more likely to register with the e-billing service than other groups. These groups have a high index value based on the data for existing subscribers.
- A description of these key customer groups and their preferred way for the council to communicate with them.
- A ward level analysis which showed the areas of Shepway with high numbers of subscribers. The key customer group - K&M F and K&M I – are prevalent in these wards.



Outcome

With the customer insight analysis, the council now has an in-depth profile of the K&M groups that are likely to subscribe to the service and information on how to market the service to these people (using preferred communication channels and key messages).

The information shows that uptake in the target wards is still less than 3% of the total population. This shows that there are still large numbers of potential customers that have not yet registered for e-billing but have a good chance of doing so based on their characteristics.

Benefits

In the first phase of the e-billing project more than 1,200 customers signed up to the scheme. In the second phase of the project using the Mosaic segmentation analysis, the aim is to reach

2,500 e-billing subscribers by the end of 2011/12 by focusing on the 6,200 households identified by Mosaic as most likely to adopt e-billing. The project will contribute to the council's aim of saving £10k a year from its overall postal budget, using paper billing and processing for the same number of people.

Future Plans

The next phase of the e-billing project will use the customer insight information to:

- Reprofile the people registered for e-billing using a larger sample size to produce a more robust analysis.
- Focus the next e-billing campaigns on the target K&M groups and in the wards with large numbers of potential e-billing subscribers.
- Look at other communication channels to promote the take-up of the service.

Lessons Learnt

To make e-billing work successfully, it is felt that three things need to come together:

- An analysis of the groups most likely to use e-billing, which informs how to roll out the service in an area.
- Having the right systems and processes in place to make sure that e-billing is easy to do from a customer's perspective.
- Make sure the council interacts with the customer using their preferred access and communication channels – e.g. if a customer prefers online services make sure they can manage the whole process online.

Contact Details

For further information on this project, please contact:

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Lifeline

Using the Kent & Medway Mosaic segmentation to profile the customer base of Lifeline, which is a telecare service provided by Shepway District Council

Background

Shepway Lifeline is a telecare service provided by Shepway District Council (SDC). Users receive a pendant alarm, that when activated in the home provides a line to a professional control centre to help the user. The service currently has over 5,000 service users but the council is looking to increase the number of households who pay a fee for this service.



Lifeline Service Operator

Challenge

The aim of the project was to produce a profile of the current users of the Lifeline service in order to identify the K&M groups who have a high propensity to use the service.

This information enables the service to identify other households in those K&M groups who could be potential customers for the service. This insight supports a targeted marketing campaign

to increase the number of service users, and therefore increase income levels for the service.

Methodology

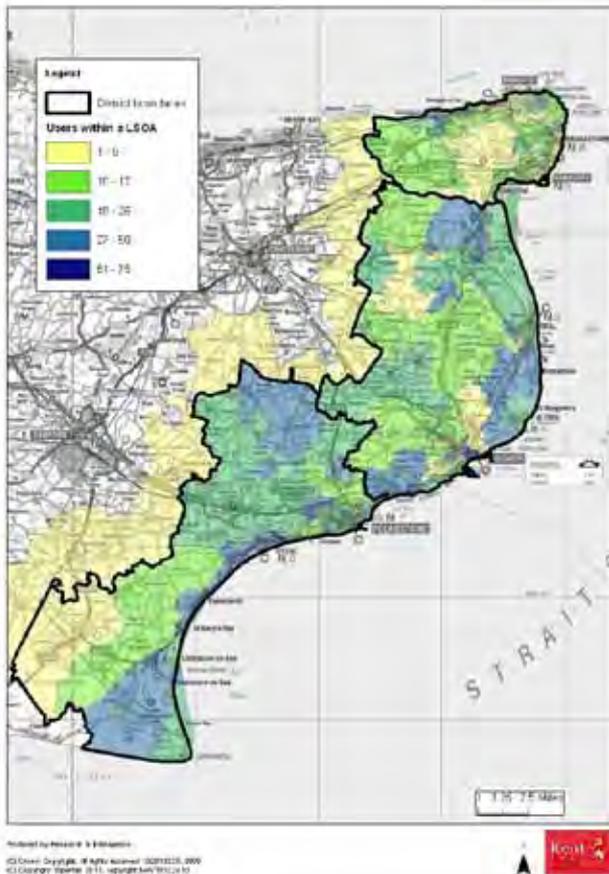
The project team used the Mosaic segmentation data combined with DWP disability benefits data at output area level to:

- Identify the K&M groups with the highest propensity to use the service and their preferred communication channels;
- Profile the areas across East Kent with the highest concentration of existing service users to determine areas that are likely to generate the highest number of new clients.
- Overlay the Mosaic data with the disability benefits data to establish any correlation between areas of high usage of the service and a higher than average number of benefit claimants. The aim was to identify any other areas which could be targeted.

Outcome

Through the customer insight analysis, the project team was able to:

- Map the concentration of service users across the districts in Kent.
- Identify the ten Lower Super Output Areas (LSOAs) with the highest number of service users.
- Identify two groups in particular – K&M 9 and K&M 10 who are significantly over-represented in the Lifeline customer base relative to the total population.



- Refine the analysis further to identify particular Mosaic types within the K&M groups who are likely to have a high probability of using the service.

Benefits

The customer segmentation analysis has provided the Lifeline Service with a comprehensive overview of its customer base. It provides the service with:

- Information on K&M groups that should be the target of marketing campaigns for the service, as they are the most likely groups to subscribe.
- Details of how to refine this marketing to particular K&M groups (and MOSAIC types within those groups) based on the characteristics of these households. This includes key messages and preferred communication channels.

- The option to identify individual households within the target type with direct marketing (e.g. direct mail) and / or to focus on more general, area based campaigns.

Future Plans

A recent review of Lifeline has identified an opportunity to grow the service by 800 users within the current budget for the service. The council is using the Mosaic analysis to:

- Market the service heavily in the St Marys Bay / Dymchurch Wards and Birchington North Wards using leaflet drops, posters and community meetings.
- Develop an address list of target households who are potential clients for the Lifeline Service (approximately 5,500 people) across East Kent for future direct marketing.

Contact Details

For further information on this project, please contact:

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MBC Channel Shift Strategy

Using the Kent & Medway Mosaic segmentation to develop and implement a channel shift strategy

Background

Maidstone Borough Council provides many different services which are used by different types of people. It is essential to ensure that people can access the services they need in a way that suits them and provides value for money. The internet provides the only way people can access our services and get information at any time of day and on any day of the year. Using the Council website also provides good value for money: it costs least for people to get information, apply for things and make payments on-line (about £0.32 per visit to the website), a little more if people telephone the Council to do these things (about £1.86 per phone call) and it costs most for people to visit the Gateway (about £9.66 per visit).

Challenge

To develop a strategy that can maintain and improve levels of service to the customer and generate efficiencies and savings for the Council by shifting customers to more cost effective service channels.

Methodology

Mosaic customer segmentation analysis was carried out on two years worth of telephone and face to face contacts to the Council. The analysis focused on identifying the number of contacts the Council received from the customer groups most likely to transact on line. The analysis broke

these contacts down into service areas in order to establish which of these areas had the best customer base for on line transactions.

Outcome

As a result of this analysis we were able to identify the top 6 service areas that would gain most from moving more transactions on line. This was based on the estimated percentage of transactions that could be moved away from the traditional contact methods of face to face and telephone and instead be delivered via the web, based on the customer base of the group. This analysis formed a central part of the Council's Channel Shift strategy that was agreed by the Cabinet in June 2011. The Channel Shift Strategy puts a program of development in place to achieve its objectives.

Benefits

Ultimately the benefits will be a saving for the Council and improvements in service for the customer. Because we have considered who uses our services and how they like to transact and communicate we should avoid issues with wasted effort in trying to shift service enquires and transactions to different channels where this is not appropriate because of the customer base. These benefits will be realised over the course of a 5 year program of improvement and development.

Service areas are now better informed about their customers and the need for customer insight when planning service provision.

Future Plans

This analysis will be done on an ongoing basis to ensure that our objectives are being met and that the information they are based on is as up to date as possible. This continued analysis will be used to justify further organisational change and will be shared with our partner authorities.

Lessons Learnt

That understanding your customers and their channel preference is critical when designing services. The insight that this channel shift analysis has given us, especially the proportion of our current customers who would be receptive to more on line services, has been enlightening for all service areas.

Contact Details

For further information on this project, please contact Paul O'Grady on 01622 602792 or e-mail paulogrady@maidstone.gov.uk

Church Voluntary Groups

Using the Kent & Medway Mosaic segmentation to assist in planning and developing future community activities within Sevenoaks Town

Background

The Sevenoaks District Council Community Development Team work closely with local groups to encourage church and voluntary sector community activity. A local Church group needed assistance in deciding what type of activities should be provided in its local community programmes, and whether their current locations were best for the needs of the users.

Challenge

The project aimed to assist local voluntary organisations identify which local programmes and activities needed to be provided, ensuring that they were more closely targetted to the needs of the local community.

Methodology

The demographics of Sevenoaks Town was analysed to identify if there were particularly high potential user groups for local programmes including:

- Playschools /playgroups
- Mother & toddler classes
- Pensioner activities
- After lunch reading classes for children
- English sessions for overseas carers
- Activities for users of MIND / Age UK
- Cookery courses for men

Also to identify if the geographical locations for current groups matches the population of higher density user groups.

Outcome

The analysis provided an overview of the people more likely to attend a range of community activities and identified that:

- consideration needed to be given to timing of classes due to availability of certain types
- types identified for certain activities have very different interests suggesting more than one type of activity should be offered
- some crossover exists between the different types enabling the programmes to be linked and themes offered to potential users (e.g. healthy eating)

The local Churches group have worked with the Council looking at the results of the analysis and found it useful in planning future activities and programmes.



Benefits

The final report has helped better inform the Council and its partners on the local demographic in Sevenoaks, which will help assist with future activity in planning Community Development programmes.

Future Plans

The Council's Community Development Team continue to look for other opportunities using the Mosaic data, and have recently used further reference to Mosaic data in the planning of Sexual Health clinics at Edenbridge.

Lessons Learnt

The use of Mosaic data has been very informative and the Council will make reference to this in future when planning similar initiatives.

Contact Details

For further information on this project, please contact Brian Hatt on 01732 227280 or e-mail brian.hatt@sevenoaks.gov.uk