

## CABINET ITEM COVERING SHEET PROFORMA

**AGENDA ITEM**

**REPORT TO CABINET**

**4<sup>TH</sup> DECEMBER 2008**

**REPORT OF CORPORATE  
MANAGEMENT TEAM**

### **CABINET DECISION/KEY DECISION**

Access and Communities – Lead Cabinet Member – Councillor Coleman

#### **ACCESS TO SERVICES PROGRAMME – PROGRESS REPORT AND FUTURE PLANS**

1. Summary

The report describes the progress that has been made to date with implementing phase 1 of the Council's Access to Services strategy, which was approved by Cabinet in November 2006. It goes on to make recommendations for consolidation of contact centre performance and the future development of the programme.

2. Recommendations

It is recommended that Cabinet:

1. Note the contact centre performance information included in the report.
2. Note the results of the extended opening-hours pilot and delegate the decision about the continuation of the scheme, after the pilot ends in January 2009, to the Corporate Director Resources in consultation with the Cabinet Member for Access & Communities.
3. Receive a further report, in February 2009, detailing the results of the review of the trial Community Access Point at Ingleby Barwick together with any recommendations for changes to the service arising from the review, and delegate decisions about the setting up of any alternative trial Access Points, to the Corporate Director Resources in consultation with the Cabinet Member for Access & Communities.
4. Agree that, subject to a successful completion of the 6 month trial period, the front line service for Private Sector Housing be delivered through the contact centre.
5. Agree the list of services that have been identified, at paragraph 33 of the report, for further analysis and review as potential services where the first-line of customer contact might be delivered through the contact centre as the Access to Services Programme develops in the future. Delegate the decision as to which (if any) of these front-line services subsequently move into the contact centre to the Corporate Director Resources in consultation with the Cabinet Member for Access & Communities and the appropriate Corporate Director and Cabinet Member for the service(s) concerned.

6. Agree that the second multi-service centre to be developed will be the Stockton multi-service centre and that, subject to the outcome of the review of office accommodation tied to the Workwise project (which will report to Cabinet in March 2009), this be located within the ground floor of Municipal Buildings.

3. Reasons for the Recommendations/Decision(s)

The Vision for Access to Services was approved in January 2006 with the objective of making it as easy as possible for the Council's customers to access services through a range of different access channels. The recommendations above represent a controlled approach to the extension of services delivered through the Access to Services programme and venues from which services are delivered, at the same time as allowing consolidation and enhancement of contact centre performance.

4. Members' Interests

Members (including co-opted Members with voting rights) should consider whether they have a personal interest in the item as defined in the Council's code of conduct (**paragraph 8**) and, if so, declare the existence and nature of that interest in accordance with paragraph 9 of the code.

Where a Member regards him/herself as having a personal interest in the item, he/she must then consider whether that interest is one which a member of the public, with knowledge of the relevant facts, would reasonably regard as so significant that it is likely to prejudice the Member's judgement of the public interest (**paragraphs 10 and 11 of the code of conduct**).

A Member with a prejudicial interest in any matter must withdraw from the room where the meeting considering the business is being held -

- in a case where the Member is attending a meeting (including a meeting of a select committee) but only for the purpose of making representations, answering questions or giving evidence, provided the public are also allowed to attend the meeting for the same purpose whether under statutory right or otherwise, immediately after making representations, answering questions or giving evidence as the case may be;
- in any other case, whenever it becomes apparent that the business is being considered at the meeting;

and must not exercise executive functions in relation to the matter and not seek improperly to influence the decision about the matter (**paragraph 12 of the Code**).

**Further to the above, it should be noted that any Member attending a meeting of Cabinet, Select Committee etc; whether or not they are a Member of the Cabinet or Select Committee concerned, must declare any personal interest which they have in the business being considered at the meeting (unless the interest arises solely from the Member's membership of, or position of control or management on any other body to which the Member was appointed or nominated by the Council, or on any other body exercising functions of a public nature, when the interest only needs to be declared if and when the Member speaks on the matter), and if their interest is prejudicial, they must also leave the meeting room, subject to and in accordance with the provisions referred to above.**

**AGENDA ITEM**

**REPORT TO CABINET**

**4<sup>TH</sup> DECEMBER 2008**

**REPORT OF CORPORATE  
MANAGEMENT TEAM**

**CABINET DECISION/KEY DECISION**

**ACCESS TO SERVICES PROGRAMME – PROGRESS REPORT AND FUTURE PLANS**

**SUMMARY**

The report describes the progress that has been made to date with implementing phase 1 of the Council's Access to Services strategy, which was approved by Cabinet in November 2006. It goes on to make recommendations for consolidation of contact centre performance and the future development of the programme.

**RECOMMENDATIONS**

It is recommended that Cabinet:

1. Note the contact centre performance information included in the report.
2. Note the results of the extended opening-hours pilot and delegate the decision about the continuation of the scheme after the pilot ends in January 2009 to the Corporate Director Resources in consultation with the Cabinet Member for Access & Communities.
3. Receive a further report, in February 2009, detailing the results of the review of the trial Community Access Point at Ingleby Barwick together with any recommendations for changes to the service arising from the review, and delegate decisions about the setting up of any alternative trial Access Points, to the Corporate Director Resources in consultation with the Cabinet Member for Access & Communities.
4. Agree that, subject to a successful completion of the 6 month trial period, the front line service for Private Sector Housing be delivered through the contact centre.
5. Agree the list of services that have been identified, at paragraph 33 of the report, for further analysis and review as potential services where the first-line of customer contact might be delivered through the contact centre as the Access to Services Programme develops in the future. Delegate the decision as to which (if any) of these front-line services subsequently move into the contact centre to the Corporate Director Resources in consultation with the Cabinet Member for Access & Communities and the appropriate Corporate Director and Cabinet Member for the service(s) concerned.
6. Agree that the second multi-service centre to be developed will be the Stockton multi-service centre and that, subject to the outcome of the review of office accommodation tied to the Workwise project (which will report to Cabinet in March 2009), this be located within the ground floor of Municipal Buildings.

## DETAIL

1. In January 2006 Cabinet approved a vision for the way that the Council's customers might access its services in the future. The vision centred on making it as easy as possible for customers to request a service or obtain information about Council services. In November 2006 Cabinet approved a plan of action for turning the vision into reality. The plan included the transfer of enquiries and requests for service relating to several key front line services to a newly formed Customer Services team, the creation of a corporate contact centre, a multi-service centre at Thornaby and a pilot community access point in Tesco at Ingleby Barwick.
2. The Contact Centre opened at the end of January 2008. This new initiative saw the first point of contact services for Taxation, Benefits, Care for your Area, main switchboard and telephone payments coming together in a single, purpose built location equipped with modern technology. The range of services provided by the contact centre has since been extended to include Pupil & Student Support calls and a 6-month trial for Private Sector Housing calls.
3. To create the new Customer Services Team, staff were transferred from single-service customer facing teams spread across the Council and were trained so that they became multi-skilled and able to deal with calls for two or three different services. In addition 7 staff have completed NVQ level 3 in Customer Services, with a further 7 on schedule to complete NVQs by March 2009. The contact centre achieved ISO9001:2000 certification in June 2008 and the Customer First Stage 2 standard in October 2008.
4. Through part-time contracts and the use of a rota system, the contact centre has been able to deliver extended opening hours for key services and operate the Community Access Point in Ingleby Barwick Tesco at no additional costs.
5. The results of the recent IPSOS MORI survey indicate that the Access to Services and Customer First programmes have had a positive effect on customers' satisfaction with the quality of service and customer care they receive when they contact the Council, with all measures at their highest level recorded:

When you contacted the Council did you find the staff there .....	1998	2000	2002	2004	2006	2008
	Helpful	74%	74%	79%	76%	77%
Unhelpful	21%	20%	17%	18%	17%	15%
<b>Net</b>	<b>53%</b>	<b>54%</b>	<b>62%</b>	<b>58%</b>	<b>60%</b>	<b>66%</b>
Efficient	67%	70%	70%	72%	74%	80%
Inefficient	25%	24%	23%	21%	19%	17%
<b>Net</b>	<b>42%</b>	<b>46%</b>	<b>47%</b>	<b>51%</b>	<b>55%</b>	<b>63%</b>
Able to deal with your query	76%	72%	71%	75%	74%	79%
Unable to deal with your query	18%	23%	24%	20%	21%	18%
<b>Net</b>	<b>58%</b>	<b>49%</b>	<b>47%</b>	<b>55%</b>	<b>53%</b>	<b>61%</b>
Knowledgeable					71%	80%
Not knowledgeable					19%	14%
<b>Net</b>					<b>52%</b>	<b>66%</b>

## Contact Centre Activity and Performance

6. The new contact centre telephony system has a comprehensive reporting suite which enables performance to be monitored across a number of indicators. It has proved difficult to benchmark performance at a national level because of the different service mixes across contact centres. Even where contact centres deal with the same types of query, they have different cut-off points at which calls are passed to back-office teams, which affects the length of calls. In an attempt to acquire some realistic comparative data, Stockton has formed a local networking group, bringing together the customer service managers from the Tees Valley and neighbouring authorities to benchmark and share best practice and experiences.
7. Calls dealt with at initial contact – *Percentage of calls dealt with at the first point of contact*

Calls Dealt with at initial contact	2008/2009 Quarter 1	2008/2009 Quarter 2
<b>SBC Contact Centre</b>		
Benefits	97%	98%
Care for your Area	99%	98%
Taxation	94%	96%
Pupil & Student Support	n/a	62%*
<b>Regional Benchmarking</b>		
Authority 1 (All services)	93%	90%
Authority 2 (CFYA only – others not measured)	96%	Not available
Authority 3 (All services)	85%	92%
Authority 5 (All services)	86%	86%
SBC (All services)	97%	96%

\* Note – the percentage of Pupil & Student support calls dealt with at the first point of contact will increase once full integration between CRM and back-office I.T systems is in place (scheduled for April 2009). Other than for Pupil & Student Support calls, current performance exceeds the 80% resolution, which is regarded as good practice.

## Call Handling Performance

8. The new contact centre telephony queues calls differently, meaning it is not possible to make a precise comparison between current and pre-contact centre performance. The new system allows up to 60 calls to be queued, waiting for the next customer services officer to become free. On entering the queue, customers hear a standard greeting message, then music, interspersed with messages giving them the opportunity to leave a voicemail message if they don't want to wait. The previous set-up restricted the number of calls that could be waiting in a queue to 7 per service and once the queue was full, the customer would hear the engaged tone. The new arrangement gives the full picture of service demand and gives customers a choice as to whether they wait in the queue, leave a message, or ring back later. Customers are also given details of alternative access channels they might use such as e-mail and website addresses. This arrangement should reduce the number of times customers have to try to ring back. However, at busy times, allowing longer queues can result in customers waiting longer to have their call answered (where they are prepared to wait) and can also lead to higher rates of abandoned calls. When comparing current and previous years' call handling performance, the number of abandoned calls from previous years would be expected to be lower because fewer calls could enter the queue. Looking back to the old system, we are not able to ascertain how many callers received the engaged tone and faced the inconvenience of ringing again later, possibly several times.

## 9. Service Demand

<b>Telephones Quarter 1</b>	Calls Presented 2008/2009	Calls Answered 2008/2009	Calls Presented 2007/2008	Calls Answered 2007/2008
Benefits	11659	9232	10836	8857
CFYA	18718	16122	24179	20069
Taxation	19423	14967	21453	16304
Switchboard	70163		75386	
<b>Telephones Quarter 2</b>	Calls Presented 2008/2009	Calls Answered 2008/2009	Calls Presented 2007/2008	Calls Answered 2007/2008
Benefits	10974	9474	11287	9326
CFYA	19081	17418	21790	19119
Taxation	16885	14653	19206	14494
Pupil/Student Support	1463	1315	n/a	n/a
Switchboard	79813			

10. The number of calls presented and answered for some services has fallen over a twelve month period. This could be a positive indication of service improvement (fewer repeat calls as customers are no longer trying several times to get through, or fewer customers complaining or chasing up). This is a trend that may well continue as we start to implement the new National Indicator, NI14 "Reducing Avoidable Contact". NI14 focuses on minimising the need for customers to make contact at all. It requires the measurement and reporting of avoidable contacts, which can then lead to identification of the faulty business processes that generate "failure demand" followed by a review of those processes with the aim of reducing contacts that are of low or no value to the customer.
11. An analysis of call volumes does not present the full picture of contact centre workload. In addition to the above, during the first six months of 2008/2009 staff:
- Dealt with 218 enquiries at the Ingleby Barwick Community Access Point in Tesco;
  - Responded to 4833 e-mails;
  - Responded to 3532 voicemail messages;
  - Made 26460 outbound calls.

## Speed of Answer

12. Traditionally, we have asked customers how long they are prepared to wait, with the phone ringing, before their call is picked up, and the corporate target to answer a ringing phone within 20 seconds was set accordingly. Calls to the contact centre are acknowledged with an automated message on the first ring before being placed in the queue to wait for the next available Customer Service officer. As part of the 2007 Access to Services Viewpoint survey, customers were asked for their views about waiting in a queue to have their call answered. The feedback was interesting, indicating that provided their phone call is accepted quickly (eg by being acknowledged and placed in a queue, rather than being left to ring) customers are prepared to wait longer to speak to a member of staff. Expectations may have evolved as customers become more accustomed to and accepting of the "call centre culture":

*“If you have been placed in a queue because all the customer service staff are already dealing with calls, how long do you think it is reasonable to wait before your call is answered fully by a member of staff?”*

Would expect the call to be answered within .....	% of respondents	Quarter 1 Performance	Quarter 2 Performance
1 minute	14%	45%	54%
2 minutes	38%	58%	70%
3 minutes	59%	70%	82%
5 minutes	92%	85%	94%

Monitoring indicates that calls are being answered within timescales that are acceptable to customers.

### 13. Abandoned Calls

Abandoned calls occur when the caller puts the phone down before the call has been answered by a Customer Services Officer. This may be because the caller has dialled the wrong number or they are not prepared to wait in the queue.

Percentage of abandoned calls for each service	2008/2009 Quarter 1	2007/2008 Quarter 1	2008/2009 Quarter 2	2007/2008 Quarter 2
<b>SBC Contact Centre</b>				
Benefits	20%	18%	14%	17%
Care for your Area	14%	17%	8%	12%
Taxation	23%	24%	13%	23%
Pupil & Student Support	n/a	n/a	10%	n/a
<b>Regional Benchmarking</b>				
Authority 1 (All services)	24%	n/a	22%	n/a
Authority 2 (All services)	5%		6%	
Authority 3 (All services)	23%		24%	
Authority 4 (All services)	4%		5%	
Authority 5 (All services)	11%		13%	
SBC (All services)	19%	20%	11%	17%

14. During May and June, the contact centre experienced staffing shortages within the Care for your Area team, at a time when several newly recruited staff were still in training. This impacted upon service performance in that area, however by July the staffing issues had been resolved and performance was improving.
15. Complaints – There were three complaints, during the first quarter of 2008/2009 and four during the second quarter. These were as a result of individual errors, as opposed to procedural problems or waiting times. Corrective actions were taken in each case.
16. Customer Satisfaction - An on-line survey form has been developed and contact centre staff are phoning a random sample of 30 customers who have used the service during the month. The survey asks questions about customer experience of the contact centre and the “back-office” service. Net satisfaction with the contact centre service is 99%. In addition, as part of the staff training and development programme, supervisors monitor a sample of recorded calls to ensure they meet defined quality standards.

### Consolidating and Improving Contact Centre Performance

17. Performance has improved since the contact centre opened and this can be attributed to:

- Staff becoming multi-skilled and able to deal with a greater range of queries;
- Staff becoming more familiar with the technology;
- Better use of part-time contracts to cover the busiest days and times;
- Lower call volumes after the traditionally busy months of April and May for Taxation and Benefits.

18. By utilising the skills of existing staff and investing in training and new technology the costs to the Council of implementing the Access to Services Programme have been kept to a minimum. It is anticipated that performance will continue to improve, but it is important to monitor activity levels, service demand and customer expectations to ensure that staffing resources remain at a level where we can maintain and build on existing high levels of customer satisfaction.

### Extended Opening Hours

19. The results of customer consultation during 2006 and 2007 suggested a demand for extended opening hours for telephone services, both later on an evening and on a weekend. Consequently the operating hours for the contact centre were extended for a trial period, initially until 31<sup>st</sup> July 2008 and then for a further 6 months until 31<sup>st</sup> January 2009. The hours are currently 8:00am – 6:00pm Monday, Tuesday, Wednesday; 8:00am – 7:00pm Thursday; 8:00am – 5:30pm Friday; and 10:00am – 1:00pm on a Saturday.
20. Staff cover over these extended periods has been met through existing resources – staff continue to work a 37-hour week, but on a “rota-system”. Although the extended hours are being covered at no extra cost, it does mean that staff cover during core time (8:30am – 5:00pm) is lower than pre-contact centre, which impacts on performance during peak periods.
21. An analysis of staff utilisation indicates that currently, during the extended opening hours, staff are not fully occupied dealing with calls. Despite extensive publicity, the volume of incoming calls during these extended hours has not been high, averaging 16 calls per day between 5:00pm and 6:00pm, 3 calls between 6:00pm and 7:00pm on Thursdays and 26 calls on Saturday mornings. When the position was reviewed in July 2008, it was decided to extend the trial period, carry out additional promotion of the new working hours, and monitor the situation for a further 6 months.
22. Whilst the extended opening hours have generated positive feedback from customers that have used the service, the above paragraphs indicate that it is taking time for customers to become accustomed to the new hours of operation. The situation will continue to be monitored and it is recommended that the decision about how/if the extended hours scheme continues, after the pilot ends in January 2009, be delegated to the Corporate Director Resources in consultation with the Cabinet Member for Access & Communities.

### Community Access Points

23. Consultation with Viewpoint focus groups and Members during 2006 suggested there may be a demand for a borough-wide access to services network for customers who are not able to access one of the three main multi-service centres. Suggestions included supermarkets, GP surgeries and the mobile library bus as possible locations where officers could attend for a few hours each week to assist customers on a face-to-face basis. It was difficult to gauge potential take-up for such a service and Cabinet agreed that one network point be set up in Ingleby Barwick, as a pilot, to enable further analysis and review before any decision to roll-out the scheme borough-wide.
24. The Ingleby Barwick Access Point in the Tesco store was launched in January 2008 and opens between 11:00am and 3:00pm each Friday. The hours of operation were originally 1:00pm to 4:30pm; however these were changed in September to try to pick-up Tesco’s mid-day customers, as it had been noticed that there were very few visitors later on in the afternoon.



25. Even with in-store publicity, promotions in Stockton News and local Ingleby Barwick newsletters, take-up of the service has been disappointing, over the last three months averaging at 6 enquiries/requests for service per week. With two members of staff available there is the capacity to deal with many more enquiries.
26. A review of the Ingleby Barwick service is currently being undertaken, which will inform a decision about a possible change in venue or change to a fortnightly or monthly service. This will include consultation with residents and ward councillors, and trying new methods of promotion.
27. The Customer Services team is working with representatives from Tristar Homes with a view to setting up a joint Community Access Point in one of the supermarkets in the North of the Borough. It is envisaged that the service would be used by local residents as well as customers from the nearby villages that use the supermarket. This will provide the opportunity for a second trial in an area of different demographics from the first.
28. It is recommended that the decision about any changes to the Ingleby Barwick service, together with the approval of any further trial Community Access Points be delegated to the Corporate Director Resources in consultation with the Cabinet Member for Access & Communities.

### **Access to Services Phase 2**

29. Phase 1 of the Access to Services Programme will be completed with the opening of the Thornaby face-to-face multi-service centre, planned for March 2009. The phased implementation of the programme, agreed by Cabinet in November 2006 identified Phase 2 as:
  - Expansion of the contact centre as the first-line point of contact for more Council services;
  - Further roll-out of community access points (subject to a successful try-out);
  - The opening of the next face-to-face multi-service centre.

### **Phase 2 Services**

30. In October the contact centre began a six-month trial answering calls on behalf of the Private Sector Housing service. The trial has been successful and is expected to become a permanent arrangement when it concludes. The trial was introduced in response to a request for assistance at a time of staff shortage and fluctuating call volumes.
31. A list of other services with potential for inclusion in the Access to Services programme has been drawn-up, based on an analysis of incoming call volumes and services that have been successfully integrated within a contact centre environment elsewhere in the country. A service review methodology has been drawn up to enable a thorough assessment of all the potential benefits, issues and drawbacks of changing the way that calls coming into the service areas are dealt with.
32. With regard to technology, the high cost of sophisticated integrations made it difficult to produce a business case for linking front (CRM) and back-office systems for services with lower call volumes. However there are now new software applications on the market, that allow contact centre staff to view, and sometimes update, customer information from multiple I.T. applications. Many authorities are now using these products to deliver low cost integrations between CRM and back-office systems, enhancing contact centre performance and widening the range of services delivered from a single point of contact.
33. Cabinet are asked to approve the following list of services for review as potential services for phase 2 of the Access to Service Programme and to agree to delegate the decision as to which (if any) of these front-line services subsequently move into the contact centre to the Corporate Director Resources in consultation with the Cabinet Member for Access & Communities and the appropriate Corporate Director and Cabinet Member for the service(s) concerned:

- Environmental
- Transport (eg Dial-a-Ride, Schools)
- Street Lighting
- Welfare Rights
- Electoral Services
- Car Parking
- Blue Badges
- Concessionary Fares
- Families Information Service
- Adult Education

### Multi-Service Centres

34. One of the key strands of the Access to Services programme is the creation of multi-service centres in the three main town centres of Stockton, Billingham and Thornaby to deal with face-to-face enquiries. These will be staffed by trained customer services staff, providing a first point of contact for a broad range of services, some transactional, some informational, some signposting.
35. The first multi-service centre is due to open in Thornaby in March 2009. The Customer Services team will be joining Library staff in a newly refurbished Thornaby Central Library, including state of the art technology for library users and improved access for residents to all Council services. The multi-service centre will also act as first point of contact for Tristar Homes' customers in Thornaby.
36. As reported to Cabinet in June 2008, the creation of the Billingham multi-service centre has been included in an expression of interest submitted to the Department of Health in relation to a bid for PFI Credits for the construction of integrated health and social care facilities in Billingham Town Centre. If the bid is successful and the project proceeds as planned, it is anticipated that the new building will be complete in 2012.
37. It is therefore proposed that the Stockton multi-service centre be the second centre to open. This would allow the amalgamation of the existing reception points dispersed around Municipal Buildings, 16 Church Road and Gloucester House into a single location in central Stockton. The "Workwise" project, due to recommend an outline business case to Cabinet in March 2009, includes a review of the Council's office accommodation. The review has provisionally identified space, suitable for the multi-service centre, that will become available on the ground floor of Municipal Buildings when Tristar Homes move out early in 2009. Tristar Homes have secured a lease for Stratford House from which they will deliver the choice based lettings scheme for allocation of empty properties, with an estate agent style service delivery that is easily accessed by customers. The Housing Options service which delivers the Council's homeless service is currently based at 16 Church Road, but will be co-locating to Stratford House (rather than to the Stockton multi-service centre) to ensure a one-stop enhanced housing options service provision.
38. Locating the multi-service centre in Municipal Buildings would make good use of the Council's building assets and facilitate rapid transfer of customer service staff between the contact centre and multi-service centre at busy times. If the Workwise accommodation review concludes that there is no higher priority call on this particular space, the Stockton multi-service centre could be built and opened during 2009/2010.

### **FINANCIAL IMPLICATIONS**

39. The capital and revenue costs associated with the Access to Services programme are already included in the medium term financial plan.

### **LEGAL IMPLICATIONS**

40. There are no legal implications associated with this report.

## **RISK ASSESSMENT**

41. The Access to Services Programme has been assessed as medium risk (risk score 12). Existing management and daily routine activities are sufficient to control and reduce risk.

## **SUSTAINABLE COMMUNITY STRATEGY IMPLICATIONS**

42. The Council Plan recognises the role of the Access to Services Strategy in modernising customer access arrangements and improving customer satisfaction. The roll-out of the programme is a key development priority (No 52, Improving Organisational and Operational Effectiveness – Focus on residents and customers)
43. There are no community safety implications associated with the report.

## **EQUALITIES IMPACT ASSESSMENT**

44. The proposals in this report support the Council's Access to Services Strategy, which has been subject to an Equality Impact assessment. No remedial actions are required.

## **CONSULTATION INCLUDING WARD/COUNCILLORS**

45. The Access to Services Strategy was developed in consultation with Customers, partners and Members.
46. The review of the Ingleby Barwick Community Access Point is being undertaken in consultation with Ingleby Barwick residents and ward councillors.
47. Any proposals for organisational changes arising as a result of the transfer of front-line service delivery to the Customer Services Team will be subject to consultation with staff affected by the proposals and the Trade Unions.

**Name of Contact Officer:** Debbie Hurwood  
**Post Title:** Head of Customer Services & Taxation  
**Telephone No:** 01642 527014  
**Email Address:** debbie.hurwood@stockton.gov.uk

### Background Papers

"Access to Services Strategy – The Vision" - report to Cabinet 5<sup>th</sup> January 2006

"Access to Services – Turning the Vision into Reality" - report to Cabinet 30<sup>th</sup> November 2006

### Ward(s) and Ward Councillors:

The Access to Services Programme is not Ward specific.

The Review of the Ingleby Barwick Community Access Point is being undertaken in consultation with councillors representing the Ingleby Barwick Wards:

- Ingleby Barwick West – Councillors Dixon, Narroway & Patterson
- Ingleby Barwick East – Councillors Faulks, Harrington & Larkin

### Property

The proposal to locate the Stockton multi-service centre within Municipal Buildings is subject to the outcome of the review of the Council's office accommodation which forms part of the Workwise Project.