
BUSINESS CASE

Programme: **Access Kent**

Release:

Date: 10/02/2009

PRINCE2

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Client: Access Kent

Document Ref: Access Kent Business Case

Version No: 0.8

1 Business Case History

Document Location

This document is only valid on the day it was printed.
The source of the document will be found on the programme's portal in location Access Kent/Project Documentation/Draft Programme Documents/Business Case

Revision History

Date of this revision: 02/03/2009

Date of Next revision: 11/03/2009

Revision date	Previous revision date	Summary of Changes	Changes marked
13/12/2008	N/A	First issue	
22/12/2008	13/12/2008	Information from Access Kent seminar incorporated	
27/12/2008	22/12/2008	Information re: ICT strategy incorporated Added to contribution to key objectives Amended Constraints re: data sharing	
08/01/2009	27/12/2008	Included costs for initial projects Amendments from TO	
16/01/2009	08/01/2009	Amendments from TO	
20/01/2009	16/01/2009	Additional project costs	
10/02/2009	20/01/2009	Feedback from Project Board	
02/03/2009	10/02/2009	Feedback from Project Board	

Audience

This document has been written for public sector officers and members.

Approvals

This document requires the following approvals.

Signed approval forms are filed in the Quality section of the programme files.

Name	Signature	Date of Issue	Version
Tanya Oliver		17/03/2008	0.8
Access Kent Project Board		17/03/2008	0.8
Policy Overview Committee		17/03/2008	0.8
Access Kent Advisory Board		17/03/2008	0.8

Distribution

This document has been distributed to:

Name	Title	Date of Issue	Version
Tanya Oliver	Director of Strategic Development & Public Access	17/03/2008	0.8
Access Kent Project Board		17/03/2008	0.8
Policy Overview Committee		17/03/2008	0.8
Access Kent Advisory Board		17/03/2008	0.8

Table of Contents

	Page
1 Business Case History	2
2 Why Access Kent?	6
3 Executive Summary	7
3.1 Vision Statement	7
3.2 Reasons	7
3.3 Implementation	7
3.4 Benefits	7
4 Strategic fit: the strategic case	9
4.1 Business Need	9
4.1.1 Objectives	9
4.2 Scope	9
4.3 Contribution to Key Objectives	10
4.3.1 Local Agenda	10
4.3.2 National Agenda	10
4.4 Stakeholders	11
4.5 Existing Projects for Development	13
4.6 Funding Arrangements	13
4.7 Constraints	14
4.8 Dependencies	16
4.9 Strategic benefits	17
4.10 Strategic Risks	19
4.11 Critical Success Factors	20
5 Projects	21
5.1 List of Projects	21
5.1.1 Gateway Hubs	21
5.1.2 Access Kent Search Engine	21
5.1.3 Voice VPN Project	22
5.1.4 Collaborative Virtual Call Centre	23
5.2 Phase 1 Project Delivery	25
5.3 Project Timelines	26
5.4 Workstreams	29

5.4.1	ICT	29
5.4.2	Customer Relationship Management Software	29
5.4.3	Single Customer Record	30
5.4.4	Communications and Engagement	30
5.5	Opportunities for Innovation and/or Collaboration	30
6	Achievability	33
6.1	Evidence of Similar Projects	33
6.2	Organisational Structure and Programme Roles	35
6.2.1	Roles	35
6.2.2	Governance	36
6.2.3	Access Kent Advisory Board	36
6.2.4	Access Kent Project Board	37
6.2.5	Kent Partnership	37
6.2.6	Access Kent Structure Chart	38
6.3	Procurement Strategy	40
6.4	Programme Plan	40
6.5	Contract Management	41
6.6	Risk Management Strategy	41
6.7	PIR/s and PER	41
6.8	Contingency Plan	41
	Appendix A: Cost analysis for access via web, phone and face-to-face	42
	Appendix B: Detailed Analysis of Contribution to Key Objectives	43
	Appendix C: Social Return On Investment Example	49
	Appendix D: Access Kent Seminar Report	52

2. Why Access Kent?

There are a myriad of public and voluntary sector agencies delivering services to Kent residents and they all have different locations, telephone numbers and websites. At present, it is up to Kent residents to establish which organisation provides the service they require (assuming they know the service exists) and sometimes make numerous visits or telephone calls before they find the right person in the right organisation.

If you have noisy neighbours – is that the police or your local council? If it is your local council, which council is it?

If you have high level social care needs or need information on disability services, is that the NHS or your council?

If you need information on credit unions or benefits or business survival tips – is that Citizens' Advice, Business Link or local council?

How would you know and why should it be your problem to find out?

Access Kent will transform and simplify access to services for Kent residents. By joining up access across the three main channels of access (face-to-face, telephone and web) the task of ensuring an individual or family finds the right point of contact in a timely and effective way is on us as public and voluntary sector agencies - where it should be.

**Accessing public services should be simple, friendly and effective.
Access Kent will achieve just that.**

As Thomas Friedman put it in “**The world is flat**”:

“The most important lesson: think horizontally. The world is moving from a place where value was created in vertical silos of command and control to a world where value is increasingly going to be created horizontally by how you connect and collaborate - how you synthesise this with that”

3 Executive Summary

3.1 The Vision Statement for Access Kent

Access Kent will deliver public access for the 21st century. It is a multi-channel partnership approach, putting choice and personalisation at the heart of the service.

Putting the customer first means not only delivering a consistent and coherent experience and looking beyond organisational boundaries, but also value for money for Kent tax-payers.

3.2 Reasons

- The success of Gateways has shown a continued increase in customer footfall, decrease in transaction times and increased customer satisfaction.
- Projects such as Tell Us Once (currently piloted in Gateways) has resulted in a reduction of 8 contact points (please see p 35 for further details about Tell Us Once)
- Results from the Socitm Insight Channel Value Benchmarking service show significant savings in access to services via web, but satisfaction rates are much lower. This supports the case for improving customer experience and maximising access via this channel. Please see Appendix A for cost analysis.
- Extensive research has been done, such as the Varney, Lyons and Gershon reports, highlighting the need for improved access, more joined-up services and greater efficiency.
- Public sector services are already benefiting from joint procurement exercises in technology through Kent Connects, a partnership developing ICT infrastructure to support joined-up and shared services. E.g. the procurement of KPSN (a shared network) will save £340, 000 of public money over the next 4 years. There are opportunities to benefit from more joint procurement.

3.3 Implementation

The vision will be achieved by:

- Addressing silos within services by aligning front and back-office systems and business processes to be more joined up in how we work

together. This will involve cultural, systems and process change that will be managed via training, re-engineering and raising awareness.

- Delivering a training project to:
 - Support the cultural shift through business transformation.
 - Equip front-of-house staff with the skills and knowledge they need to deal with a wider range of first-level enquiries (across organisational boundaries) and to escalate the relevant enquiries to the right specialist advisors/practitioners.
- Addressing engagement and communication with the public around access issues.
- Addressing barriers to access identified through the engagement and communication strategy, including barriers to hard-to-reach groups and ICT access by providing greater choice and improved customer service.
- Supporting and developing projects and ICT that support the objectives in order to deliver the solutions identified above.

3.4 The benefits of the programme are:

- Improved access to different channels means greater choice in accessing services and more inclusive services as a result.
- A single access point means it is easier for customers to access the right services at the right time.
- Reduction in avoidable contact.
- Better knowledge/signposting to services that customers are entitled to. This will also mean a more holistic solution to more complex needs.
- Faster response to enquiries/faster transaction times.
- Greater participation in designing personalised service delivery.
- Increased satisfaction and greater confidence in public services.
- Efficiency savings through channel-shift (moving from face-to-face contact towards telephone and web access), increased opportunities for self-help, shared procurement and more efficient service delivery.
- Better communication between partner agencies which will also increase public confidence that organisations are working together
- Skilled front-office staff able to deal with a wider range of enquiries, enabling professional staff to focus on priorities/more complex areas
- Potential to make use of economies of scale in procurement related to the delivery of services by partners committing to Access Kent
- Measured performance data which can be used as evidence for meeting CAA criteria.

4. Strategic fit: the strategic case

4.1 Business Need

4.1.1 Objectives:

The objectives of Access Kent are:

- To enable customers to access the services they need to achieve a completed resolution, even if the transaction involves a number of different organisations. This includes improved signposting to ensure customers speak to the right person at the right time.
- To enable customers to achieve this outcome via any of the channels: telephone, web or face-to-face.
- In providing more choice to access, to enable and support take-up of web and telephone access, as well as promoting self-help within the Gateway setting. Currently the majority of customer contact is via web and telephone.
- To facilitate a seamless service for customers accessing services, whether they need to access services provided by different organisations, or via different channels. This will include ensuring that the customer doesn't need to repeat their details at each point of contact, and requires monitoring and accountability to prevent the customer needing to chase or repeat the enquiry.

4.2 Scope

The customer will always be at the centre of the Access Kent. It is critical that we involve customers in the decisions about the design and delivery of the programme from the outset. This should not only include participation from existing resources such as citizens' advice panels, but also illicit responses from hard-to-reach customers. This may involve some outreach work.

The programme will deliver a phased approach, so it might not include all public services in Kent and Medway initially, although the door is open to all. The programme will need to be scalable to enable more partners to come on board as appropriate. The programme will initially focus on public services and will enable the voluntary sector to participate. Working with the voluntary sector will be challenging as there are so many organisations, but we

recognise the contribution made by the voluntary sector and we want to add value to these services. There will also be a review of the private sector's contribution to consider whether there are opportunities for collaboration.

Access Kent will take a phased approach to service transformation. It will include public access through all three channels, face to face, web and telephone access. This will be achieved through a number of pilots, where we will seek to add value to existing projects in order to identify shared targets, business processes, performance measures and outputs.

The programme will build on existing systems, technology and process, it will not seek to start afresh or require partners to abandon systems.

Through working in partnership the programme may also involve joint procurement processes and joint training opportunities. The focus of this initially will be within the pilot projects in order to ensure business processes, quality assurance and performance measures are aligned and captured to enable the learning to inform future planning and delivery of Access Kent.

4.3 Contribution to Key Objectives

4.3.1 Access Kent contributes to the local agenda in the following ways:

- Kent Agreement 2
- Kent Partnership; *Vision for Kent: Kent people in partnership for a better tomorrow* (2006)
- *"The Kent Commitment" Statement of intent from Kent's Local Government leaders*
- Individual organisation priorities/business plans/annual plans

4.3.2 Access Kent contributes towards the national agenda in the following ways:

- National Indicators, in particular:

NI 14: Reducing Avoidable Contact

A key part of this is to ensure that “a one-council approach is taken and problems are seen from the customer’s point of view, even when they cut across existing organisational silos” – *Reducing Avoidable Contact, a guide to NI 14*

Measurements of NI 14 include:

- A – Unnecessary clarification by customer
- B – Avoidable contact caused by poor signposting
- C – Repeat contact with the customer having to pass on the same information
- D – Customers progress chasing
- E – Repeat contact after premature closure of previous contact

- Sir David Varney; *Service transformation: A better service for citizens and businesses, a better deal for the taxpayer* (December 2006)

Although this report is based on central government, many of the findings are relevant to local government. There is a further report being written which will focus on local government and this report will also inform the business case when it is released.

- Sir Peter Gershon CBE; *Releasing resources to the front line: Independent review of public sector efficiency* (July 2004)
- Sir Michael Lyons; Lyons Enquiry into Local Government. *Place shaping: a shared ambition for the future of local government* (March 2007)
- Communities and Local Government; *Strong and prosperous communities: The Local Government White Paper* (2006)
- Help The Aged; *Towards Common Ground: The Help the Aged manifesto for lifetime neighbourhoods* (2008)

4.4 Stakeholders

Stakeholders potentially include:

Ashford Borough Council
Canterbury City Council
Dartford Borough Council
Dover District Council
East Kent PCT
Gateways
Gateway Advisory Board
Government Departments
Gravesham Borough Council
Kent and Medway Improvement Partnership
Kent Connects
Kent County Council
Kent Customer Service Network Group
Kent Fire & Rescue
Kent Partnership
Kent Police
Kent residents
Maidstone Borough Council
Sevenoaks District Council
Shepway District Council
Swale Borough Council
Thanet District Council
Tonbridge & Malling Borough Council
Tunbridge Wells Borough Council
Medway Council
Medway PCT
Members of Parliament
NHS West Kent
RIEP
Utility Companies (as appropriate)
Voluntary Sector

Through Kent Partnership:

Citizens Advice Bureau
Volunteer Bureau
Business Link Kent
Kent Invicta Chamber of Commerce
Saga
Natural England
Ashford Local Strategic Partnership
Kent Council for Voluntary Youth Services
Kent CAN
Creative Foundation
Pfizer
Sevenoaks LSP
Port of Dover
University of Kent
Federation of Small Businesses
Job Centre Plus
East Kent LSP
KEB
Kent and East Sussex Environment Agency
SEEDA
Land Securities Development
North West Kent Racial Equality Council
Voluntary Action West Kent
Learning & Skills Council
Dartford & Gravesham LSP
Churches Together in Kent
Kent Association of Local Councils
E Kent Partnership
GOSE
MORI and Chancellor University of Kent
Tonbridge & Malling LSP

4.5 Existing Projects for Development

- Gateways are providing the public with easy face-to-face access to public services. The Gateway offers a convenient public service access point in a retail-based location using the latest innovative technologies and strong partnerships working. The focus is on shaping services to fit around customers. There are currently Gateways in Ashford, Tenterden, Tunbridge Wells, Thanet and Maidstone, with further Gateways opening in Tonbridge and Dover this year.
- There is a pilot, Tell Us Once, funded by the Department of Work and Pensions, which is being trialled in Kent until March 09. This work will provide learning and evidence for the Gateway hubs. Further information about Tell Us Once can be found on page 35.
- KPSN has been established which enables all public sector organisations in Kent to be connected via a virtual network. Initially, the network is being used by KCC; Schools, Kent Connects, Canterbury City Council and Thanet District Council. In the longer-term this network will become a vehicle for delivering the ICT strategy.
- There is a project in partnership with four public sector agencies in France and fourteen in Kent which will undertake work to develop a greater understanding of customer profiles (MOSAIC) and using new technologies and techniques to understand local residents' needs. This is being funded by Interreg (please see below).

4.6 Funding Arrangements

- Some partners are already investing millions of pounds in Access Kent through normal business e.g. Estimated investment in Gateways by Districts and KCC is £4 million this year, with a further £4 million to be invested 2009/2010.
- KMIP have secured an additional £170k through RIEP in 2008/9 in order to provide some project support. This money is also being used to support existing projects. £300k will be coming from the region to KCC from RIEP.

- Further funding is being sought from a range of external funding streams, such as European money and government funding, by all partners.
- Funding has also just been secured through a joint bid under **Interreg IVa, 4.49 million euros** over three years to support the work to develop a greater understanding of customer profiles (MOSAIC) and the use of new technologies and techniques, similar to those applied by successful retail organisations such as Tesco. This is a partnership project with Kent and European partners.
- KCC is investing substantial funding (around £1.1 million in capital with an ongoing revenue investment of £240k p.a. running costs) to develop their website. This will include building capacity and resources within the team and improving the functionality of the website itself, to provide a more personalised and high quality customer experience. This work will be undertaken in conjunction with the Access Kent Programme to ensure that the investment will also benefit Access Kent by making available resources and expertise as required.
- Schools have already invested £6 million in KPSN, with a further investment of £5.3 million this year to extend to Corporate and Partners. A further £8 million p.a. will be invested in running costs.
- All organisations have made an investment in customer care through existing web/contact centre arrangements.
- Police and NHS are looking at investing more in telephone technology.

4.7 Constraints

Main constraints to this programme will be:

- This is an ambitious programme, but the approach must be SMART. We need to break the programme into manageable stages to ensure we deliver on promises and achieve objectives.
- The programme relies upon the commitment of partners from a variety of services across Kent. Positive endorsement has been received by many, but there may be some who cannot sign up to the early stages.

- Limited initial funding that needs to be spent over a short timeframe means focusing on quick-wins, initially, which will offer immediate ways to achieve outcomes. However, these projects also need to fit with longer-term requirements and need to be scalable, so that as new partners come on board and we are ready to build upon existing arrangements, the infrastructure will already be in place.
- Each of the partners will have invested substantially in IT systems, staff training, procedural guidance and infrastructure. This programme cannot seek to start from a blank page, but must build upon these systems and consider options that will enable the joint use of data, without replacing entire systems.
- The programme will involve a degree of knowledge and data-sharing. Partners will need to be willing to share knowledge and learning about existing projects, processes and systems to enable the programme to move forward.
- Data protection will also be a constraint. Sharing customer information will have legal and moral constraints which must be considered. Partners will need to be willing to look at how we can help each other, and what customer information it is necessary to share to enable this to happen. We need to be transparent with the public about what information is shared about people and why. However, Tell Us Once (please see page 35 for details) is a practical example of how this can work. Data protection will be addressed by the three-tier model currently in development.
- The programme needs to offer consistency in terms of quality of service regardless of the media for accessing the service. This will require performance measures to be aligned so that we are all reaching towards the same targets.
- The division of front-office and back-office roles needs to be clearly defined and there must be a consistency in this definition across different organisation. This will be constrained by a willingness to consolidate to one standard.
- Funding and resource allocation will also be a constraint.

4.8 Dependencies

- Learning from the Gateway hubs will contribute to the overall programme for Access Kent. This model needs to be researched and developed fully.
- Kent Connects will be the technology lead on the programme.
- First-year projects are funded by RIEP and must fulfil the funding requirements.
- There will be dependencies that will emerge between individual Access Kent projects and these dependencies must be managed and progress between projects communicated regularly.

4.9 Strategic Benefits

Benefit	Performance Measures	Benefits realisation
Greater choice for accessing services and more inclusive services as a result.	Measured by diversity questionnaire, customer surveys.	Realised through an increased range of options available to customers for accessing services with consistency of quality across all channels: web, telephone and face-to-face.
A single access point means it is easier for customers to access the right services at the right time.	Customer surveys, focus groups and citizens panels. Statistics relating to service take-up, particularly early intervention and prevention services. NI14 statistics.	Greater take-up of services, particularly prevention and early-intervention services.
Reduction in avoidable contact.	NI14 statistics, customer surveys.	Decrease in numbers of avoidable contact recorded.
Better knowledge/signposting to services that customers are entitled to. This will also mean a more holistic solution to more complex needs.	Customer surveys, referral information: website hits, mapping of customer journeys via telephone, web or within the Gateway to establish level of cross-referral.	Customer surveys, referral information: website hits, mapping of customer journeys via telephone, web or within the Gateway to establish level of cross-referral.
Faster response to enquiries/faster transaction times.	Enquiry data statistics.	Decreased times to resolve enquiries, based on enquiry types.

Greater participation in designing personalised service delivery.	Consultation work: customer surveys, focus groups and citizens panels. There needs to be a direct link made between what customers say and decision making. This needs to be reported on both organisationally and to Kent and Medway citizens.	Reporting customer feedback and how this has influenced service design.
Increased satisfaction and greater confidence in public services.	Customer surveys, focus groups and citizens panels.	Increased levels of satisfaction and confidence in public services reported through surveys.
Efficiency savings through channel-shift, increased opportunities for self-help, shared procurement and more efficient service delivery.	As outlined in the Gershon report. These savings can also be measured by undertaking SROI case studies and through statistics measuring take-up of services via telephone, web and self-help.	Realisation through increased social return on investment, increased take-up of services via web and telephone. See Appendix C for SROI example form Gateways.
Better communication between partner agencies which will also increase public confidence that organisations are working together	Customer surveys, NI14, referral data (increase in the number of positive outcome referrals)	Increase in positive outcome referrals. Increase in confidence in partnership working measured via customer surveys.
Skilled front-office staff able to deal with a wider range of enquiries, enabling professional staff to focus on priorities/more complex areas	Measured by a baseline of number of staff trained to certain process levels (modelled on the agreed KCSNG Training Matrix)	Increased number of staff trained to certain process levels (modelled on the agreed KCSNG Training Matrix)

Potential to make use of economies of scale in procurement related to the delivery of services by partners committing to Access Kent	Measured through Kent Connects.	Reduction in procurement costs.
Performance measures for CAA	As per performance indicators	Speed and efficiency for reporting on CAA measures.

4.10 Strategic Risks

Initial risks are:

Risk Identified	Action
1) Partner buy-in	Engage and Involve partners
2) Funding	A number of funding options are being pursued for funding streams
3) Complexity of services	Implement programme in stages Clear mapping of services
4) Training	Clear mapping and detailed strategy
5) Data protection	Legal advice at relevant points
6) Accountability	Clear protocols and Memorandum of Understanding
7) Measurable benefits and outcomes	Clear guidance on measurement tools available, what can be measured and how, using existing wherever possible
8) Partners involved in Access Kent need to comply with the Government Connect Code of Connection (CoCo), or its ability to provide services that involve multi-agency working will be seriously affected.	All local authorities have been working to comply with the current CoCo requirements. It is expected that all will comply and services will be facilitated via KPSN and the aggregated connection. This risk is being monitored via Kent Connects.

There will be other risks and these will be recorded and managed through a risk log and exception reporting.

4.11 Critical Success Factors

The critical success factors are:

- A complete understanding of customer need.
- Reduced avoidable contact.
- Definition, Testing and Implementation of an improved telephone system for Kent.
- Definition, Testing and Implementation of an improved website, which will support customer transactions.
- Definition, Testing and Implementation of service hubs for Gateways.
- Evidence showing an increased Social Return on Investment as a result of joint working practices.
- Improved customer satisfaction as a result of the projects undertaken within the Access Kent programme.
- Engagement and Support of voluntary sector.

The critical success factors will be further developed as we move forward.

5. Projects

5.1 Project descriptions

The funding allocated to Access Kent from the Kent and Medway Improvement Partnership and the Regional Efficiency and Improvement Partnership will be used to add value to some existing projects, in order to achieve the first year deliverables in a cost-efficient way that will have maximum impact on improving services for the customer. Not all projects will receive direct funding – the Access Kent Advisory Board and Project Board will prioritise to achieve the maximum impact and outcomes. Other projects will be part of the Access Kent family and we will support them by sharing data, learning etc.

5.1.1 Gateway Hubs:

This project will support the development of Gateway ‘hubs’ – a model for delivering holistic solutions to citizens with complex needs in the areas of:

- Benefits
- Health and Independent Living
- Working and learning
- Safer Communities
- Greener Communities

The first-year funding will be used to undertake a mapping process specifically for Benefits Hub to establish common routes of enquiry through individual hubs and the resulting transactions required by the customer. It will also map the relationship between the providers in terms of customer information and the relationship between the hubs in terms of customer contact/referral to achieve maximum fulfilment/outcome.

The benefits hub model will then be used as a basis for developing similar solutions for other hubs and through web and telephone transactions. This work will be undertaken in year 2 and 3 of the programme.

5.1.2 Access Kent Search Engine Project

The aspiration is for a common search engine across all Kent councils and other services to provide quick access to public services, no matter which tier

of local government delivers them. An agreed system has already been identified and now needs to be defined, tested and implemented to enable:

- Visitors to any council website in Kent will be able to get quick access to public services and information without having to understand the different roles of each tier of local government.
- Joined up A-Z of services on each council website.
- Common approach to indexing and metatagging of content on all Kent council websites.

In year 2 and 3 of the programme this work will be developed and scoped to move towards a single web portal as a point of access to public services. The concept of the single portal is to take the role of a virtual advisor, intelligently guiding the customer through the information and services they need. The Gateway website is already embracing this concept by developing a 'Benefits portal' and is due to be released in early April.

5.1.3 Voice VPN project

Currently there is a BT Featurenet system which provides a VPN (Virtual Private Network) which allows the transfer of calls between sites without any call charges.

Kent County Council and all District Councils are connected to this VPN. Kent Fire & Rescue and Kent Police, Ashford, Margate and Tenterden Gateways, Mortimer House, Westview Care Home Tenterden, Westbrook Care Home, NHS Eversley and East Kent PCT (Brook House) are also connected.

Calls can be made or transferred to these sites by using a four figure prefix e.g. 7025 for a Swale DC number from KCC.

This project covers an additional basic connection to facilitate the upgrade of existing connections and provision of new connections to add all other Access Kent service partners to this VPN. This will enable:

- A cost-effective and quick way of ensuring that customers will be directed to the right place for help regardless of which organisation is responsible for the service.

- With a system in place we will be able to train staff to be able to manage an increased range of enquiry types.
- We can start to change perception and working practices among staff about how we interact with customers to improve customer service and ensure better outcomes.

In year 2 and 3 of the programme work will begin on a wider solution. ISG's 2008 MTFP Capital Project contains funding for a Unified Communications solution to replace all existing KCC voice solutions - including the FeatureNet VPN. Unified Communications is an industry term that applies to an integrated range of technologies and applications that together deliver:

- Voice solution providing a single contact number for each Member/Officer, whether via a single device or a centrally maintained call handling system
- Integrated calendaring to accurately notify callers of status i.e. in meeting etc.
- Universal voice conferencing
- Desktop video conferencing, universal if possible, but at least targeted at specific user groups
- A single numbering system applying across all participating organisations

To deliver partnership benefit the requirement will mandate that the solution be able to provide a common numbering system across all partners, and provide interfaces / capability to integrate with existing VoIP (Voice over IP – internet telephony) and Unified Communications deployments across Kent's public sector (some Districts Councils & Medway Council already have solutions). The intention is to create a framework contract with a "per seat" cost, enabling any public sector provider to join.

5.1.4 Collaborative Virtual Call Centre:

This project will initially focus on a partnership between 5 local authorities in the East Kent clusters. It will provide a single-point of contact solution to the telephony element of Council Tax transactions. This project is currently underway to enable local authorities in the East Kent Cluster to support each other during a period of high-volume call levels around council tax enquiries. The current project seeks to ensure Customer Service Advisors are trained to handle enquiries from any of the participating authorities. The system will automatically transfer calls to the partner authority call centre once call

volumes reach a certain level, this will improve the efficiency for each partner as:

- There will be a larger pool of CSA's available to handle the high volume.
- Call wait times will be reduced.
- Higher resolution of enquiries at point of contact.
- Increase in council tax collection rates.

Funding is needed to enable the project to map the new processes and have the technical specification for write back into the back office system of the participating authority. Although a technical specification and 'as is' process mapping has taken place, there is a gap that has yet to be filled for the following:

- A detailed technical specification for a 'write back' solution to each partners CRM/Back Office system, this will require the vendor to conduct a detailed onsite workshop and development specification which will take 10 days to complete.
- Process mapping for the 'To Be' processes across the partnership. A specialist consultancy company would be commissioned to assist with this by facilitating a workshop with all involved partners and assisting with the development of the 'to be' process maps.

5.2 Phase 1 Project Delivery

Project	Delivery host	Responsible Lead	Dependencies
Gateway hubs	Gateways	Jane Kendal	Interreg Web search engines East Kent virtual call centre
Web Search Engines	Kent Connects Web Managers Group	Tracy Gleeson	Gateways
Linking telephone systems by extending Featurenet	ISG	Russell Chidwick	East Kent Virtual Call Centre
Unified Communications - VoIP	ISG	Brian Tayler	East Kent Virtual Call Centre
East Kent VCC	East Kent Virtual Call Centre	Cathy Eastwood	Gateways
ICT Strategy	Kent Connects	Debbie Wisdom	Gateways

5.3 Project timelines

	Mar-09	Jun-09	Sep-09	Dec-09	Mar-10	Jun-10	Sep-10	Dec-10	Mar-11	Jun-11	Sep-11
Gateway Hubs											
• Mapping process for the existing transactions for Benefit Hub, and the interactivity between hubs. • Scope requirements of benefits hub and identify partners to deliver solutions. • Remodel business processes. • Agree model of core data capture and shared referral framework. • Link model to performance measurement required under LAA. • Begin collating data on social return on investment specifically relating to benefits hub.											
• Continue collating data on social return on investment. • Identify single system for recording customer data based on previous performance framework. • Needs analysis and commission training of customer service and back-office staff to deliver services via the hub model. • Implement benefit hub pilot in Maidstone by September 2009. • Review and refine methodology. • Extend pilot to two further locations.											
• Review and refine. • Roll-out across Gateway network. • Develop methodology for wider application to other Gateway service hubs.											

	Mar-09	Jun-09	Sep-09	Dec-09	Mar-10	Jun-10	Sep-10	Dec-10	Mar-11	Jun-11	Sep-11
Web											
• All Kent Connect partners provide access to existing Kentwide A-Z search on their websites. • Begin scoping exercise to capture requirements for enhanced Kent-wide search.											
• Complete scoping exercise • Select preferred option • Report back on options • Test and implement new improved Kent-wide search											
• Web portal options appraisal, looking particularly at a single web portal. • Scoping exercise • Report back on options and get agreement from Access Kent board and others • Implementation of single web portal											

	Mar-09	Jun-09	Sep-09	Dec-09	Mar-10	Jun-10	Sep-10	Dec-10	Mar-11	Jun-11	Sep-11
Telephony											
• Map existing systems and upgrade requirements.											
• Identify connections that need to be set up. • Purchase hardware/software and complete roll-out of VPN connections and upgrades across Kent service partners. • Testing phase • Staff training and promotion of service internally											
• Capture user requirements for VOIP • Procure solution • Implementation of VOIP • Testing phase • Staff training and promotion of service											

5.4 Workstreams

5.4.1 ICT:

This workstream will develop an implementation plan to provide solutions to the technological requirements that will support each of the first year projects. The plan should underpin all of the other work to ensure that any technological solutions purchased are scalable and able to incorporate the needs of new partners as necessary.

- Face to Face: working with the technology needed to underpin the Gateway hubs and local authority front-offices and for the Customer Relationship Management systems to ensure they offer consistent solutions to information sharing between all partners, current and future.
- Telephony: working with the telephony systems to find solutions to enable customer call handling to be shared across the county and to give consistent responses. This will enable the customer service assistant to access the relevant information to complete transactions, and can then release information about the resolution of the enquiry back to the relevant partner.
- Web: to ensure customers have a consistent experience when accessing services via the web. This will be flexible enough to grow as new partners are involved and the scope of the work widens. We will support personalised access via this channel to enable customers to personalise access to services via the web through subscriptions and alerts.
- A major piece of work will be to identify options for the linking of partner CRMs in order to support the CRM workstream.

5.4.2 Customer Relationship Management Software

The SNEN 101 project (telephone-based access) identified some connectors which allowed the interchange of basic information between various CRMs. Gateways (face-to-face access) have also identified similar systems. Using this research as a basis, the CRM work will enable existing systems, which partners have already invested heavily in, to share information. This will support the management of customer enquiries and transactions for all three

channels: web, telephone and face-to-face. The work that has already been done will be developed to support telephone and face-to-face channels and to establish a system to support CRM interchange required for web-based enquiries.

5.4.3 Single Customer Record

To be defined following meeting end February.

5.4.4 Communications and Engagement

The communications and engagement workstreams will involve setting up systems and procedures for communication with stakeholders in Access Kent. This will include:

- Consultation work with Kent and Medway residents
- Providing an information network for projects to communicate progress and work together
- Providing information for the Access Kent Programme Board
- Publishing information for wider stakeholders
- Marketing to key stakeholders to share learning and celebrate success

5.5 Opportunities for innovation and/or collaboration with others

Opportunities identified by the seminar that took place on the 19 December have been collated by OPM in a short report Include:

- **Develop a communications strategy and improve the style and speed of communication/information given to staff and members of the partnership, including a roadshow.**

Staff at all levels have a lot to learn about this exciting and innovative programme and they can be instrumental in selling it within and outside their own organisations if they feel well informed. Improved and faster communications will improve the consistency of message, break down barriers and will allow all partners to feel they are participating fully in the programme, promoting engagement and ownership. It will also help champions to come forward and enable them, once appointed, to fully engage with others helping to promote responsibility for the programme across and within all partner organisations at all levels.

- **Publish evidence for the projected savings and outcomes of the programme that can be shared internally and externally in order to facilitate discussions about improvements that will be achieved.**

Providing the evidence driving the programme will help gain understanding of, confidence in and greater engagement with the programme, improve outcomes and increase staff and customer satisfaction. Sharing this with a wider group of stakeholders will bring more people on board widening the potential of the programme and increasing likely improvements. It will also ground the programme in the reality of the current economic climate where savings are more important than ever.

- **Appoint champions as quickly as possible from within and outside the existing networks.**

Appoint widely from across the full range of stakeholders and ask for volunteers from individuals who are enthused and motivated by the possibilities of the programme. There needs to be a mix of individuals: members, Chief Officers, frontline staff, members of the public, third sector representatives and some of these must be decision makers as well as influencers. The champions can also help to celebrate successes past, present and future and aid learning from what has already been achieved.

- **Develop and communicate a risk strategy and data protocols and a single set of 'internal' policies for example, technology, HR, data protection ICT**

Each partner needs to have a full understanding of the risks associated with the programme and there needs to be a shared risk strategy for the partnership increasing confidence and trust. Developing a set of 'internal' policies and protocols can be very empowering for individuals and are essential to start joint working.

- **Engage and involve the public at each and every stage of the programme particularly around developing priorities for the programme.**

This complex programme needs to be shared with customers at the earliest opportunity so that they see it as part of a solution they have arrived at for issues and problems they identify with rather than something that is being imposed upon them. It will also assist with communicating the increased value for money anticipated from implementation of the programme. Use of a range of media, such as

web based, print and voice media will reach out across age and social groups.

- **Build on existing strengths in service delivery and projects such as that of Kent CC and the NHS for adults' social care and make linkages between new improvement/business transformation projects.**

Building on existing strengths and projects helps to connect work already undertaken, improves learning and evaluation of projects and can lead to a greater understanding of what customer requirements are. Sharing the learning values staff and again motivates them to be involved in a major new project. Building in new projects makes it more likely early delivery under the Access Kent banner.

- **Identify some quick wins to put in place within the next 3 months to maintain momentum and motivation.**

This motivates members, staff and the public and will start to open minds and hearts to what is achievable for the programme long term. Putting in place a short life group to manage this (see recommendation 9 below) will enable a shared sense of ownership.

- **Put in place some short, medium and long term champion task groups to take forward the specific ideas that were put forward at the workshop.**

These could include staff at all levels, external partners and the public. Short life working groups can be very task oriented and so are ideal for quick wins, like putting in place a communications strategy. Medium life working groups can undertake some of the initial investigations necessary for bigger pieces of work such as staff training, internal protocols and long term working groups would be needed to oversee work such as a virtual gateway.

- **Repeat the workshop with mixed groups of staff across all partnership organisations to test outputs.**

This could be facilitated by champions and would engage a new group of staff who can cascade information throughout the partnership in a low cost, effective way.

Please see Appendix D for further information from the seminar.

6 Achievability

6.1 Evidence of similar projects

Sourced from Sir David Varney; *Service transformation: A better service for citizens and businesses, a better deal for the taxpayer* (December 2006)

- Seven councils in Worcestershire have developed and delivered the Worcestershire Hub, which comprises a Web portal and a network of seven customer service centres supported by telephone contact centres. The Hub provides citizens with coordinated access to District and County Council services as well as those of a number of partner organisations. Implementing a single access number as a first point of contact has helped reduce calls to the Hub's Carer Services Department by 70 per cent, allowing key resources to focus on the most important cases.
- Cardiff Council has set a target of resolving 80 per cent of all customer calls at first point of contact. Today the Council is achieving 89.9 per cent.
- Leeds City Council has started using a digital pen to increase worker mobility. The pen is very light and 10 times cheaper than a tablet personal computer. Staff can now fill in printed forms at a citizen's residence using the pen, which transmits the data via Bluetooth to their mobile phone through to the central database. This removes the need to return to the office to enter the data manually on a desktop computer.
- The Home Office, working with local councils and police, has held trials for a single non-emergency number in three areas (Cardiff, Hampshire and Northumbria). A phone number was available on a 24-hour, seven days a week basis. These trials suggest 101 may improve access to specific types of community support services. [The Home Office made a decision not to continue to directly fund the live 101 operations. However, Sheffield City Council recently approved plans to fund the continuation of 101 for Sheffield. Cardiff and Hampshire & Isle of Wight are also continuing with the 101 service, evidencing its success in

these areas].

- In the Department for Transport, the introduction of electronic vehicle licensing has provided a self-service facility for vehicle owners, working in cooperation with MOT private providers and insurance services. The Department is also now offering the capacity to apply for provisional driving licences online, supported by the use of identity data from the Identity and Passport Service. This is a welcome first step on the road to one department using the identity management information available to another to provide a better service to the public.
- The National Health Service (NHS) provides NHS Direct, a 24 hour confidential telephone, online and interactive digital television health advice and information service. It provides guidance on which healthcare provider the caller should access and when. Nurses give advice on how to manage an episode of illness or long term condition at home. Health Information Advisors can provide information on a wide range of medical conditions, treatments, medicines and NHS services and can provide guidance on NHS policy and procedures.
- The Pension Service has explored new ways of delivering front-line services, significantly refocusing customer contact and converging over 500 local office sites into a small number of more successful contact centres providing telephony rather than face-to-face services (25 centres at March 2006). A key aspect has been working with intermediaries, including from the third sector, to improve customer service.

In addition to the projects above identified in Varney's report, there are some existing/previous pilots in Kent:

- Tell Us Once pilot: A Department of Work and Pensions project "**Tell Us Once**" has just begun in Kent with KCC, Ashford, Maidstone, Tunbridge Wells, Dover and Thanet. This is government funded and is a direct result of the Gateway project. This project enables the citizen to register a death and then allow public sector organisations to notify each other automatically, without the resident then having to contact each organisation separately themselves.
- Kent and Medway 101 project: Work was begun on the delivery of a 101 service to the residents of Kent and Medway. This service was a 3-

digit phone number people could call as a single point of access to all non-emergency community safety and anti-social behaviour services. Substantial work went into the planning to establish this service and it will be important to take any lessons learned on board. This project also undertook substantial research and mapping work which can be built upon rather than duplicated.

Information, knowledge, lessons and work from these projects will inform Access Kent. It is not a Greenfield site.

6.2 Organisational Structure and Programme roles

6.2.1 Roles

Colin Carmichael (Canterbury City Council) and Peter Gilroy (Kent County Council) are the two Chief Executives championing this programme. A Partnership Board has been established to take this forward and reports to Colin and Peter. This is chaired by Tanya Oliver (KCC) and has senior representatives from NHS PCTs, Fire, Police and Medway Council. District/borough council representatives have been put forward by Kent Connects and the Kent Customer Services Networking Group (Canterbury and Sevenoaks) and other district/borough council representatives have been selected as a result of their commitment to the programme (Maidstone, Tunbridge Wells, Dover and Thanet). All partners have a commitment and responsibility to feedback to those partners not physically present at the meetings through existing channels as well as to their own organisations.

The programme will be championed by Kent Partnership, Gateway Advisory Board and Kent and Medway Improvement Partnership. Kent Partnership has endorsed Access Kent at their meeting in December, and the programme will be one of their main themes to focus on in coming years. The Gateway Advisory Board has also endorsed the programme and will support the programme to move forward.

Some funding (£170K phase 1, plus £300k phase 2) has been secured for the initial phase of the programme from Kent and Medway Improvement Partnership and RIEP. This funding will be used to finance programme support and to enable partners to develop existing arrangements within their organisations in order to implement the first year projects.

This Project Board will provide updates to the Kent Partnership, Kent Public

Service Board, Gateway Advisory Board, Kent and Medway Leaders and Chief Executives and the Kent and Medway Improvement Partnership (KMIP).

6.2.2 Governance

The Gateway Advisory Board will become the Access Kent Advisory Board and will extend its governance over the Access Kent Project Board. The Project Board will also report into Colin Carmichael on behalf of the KMIP work being undertaken, and Kent Partnership on progress and partnership issues. The Governance structure is shown in the diagram below. Membership of each of these groups is as follows:

6.2.3 Gateway Advisory Board (To become Access Kent Advisory Board)

Peter Gilroy, Kent County Council (Chair)
Colin Carmichael, Canterbury City Council (Vice Chair)
Andrew Scott Clark, Eastern and Coastal Kent
Bonny Malhotra, Citizens Advice Bureau
David Willis, Dover District Council
Des Criley, Communities, Kent County Council
Donna Reed, Thanet District Council
Mandy Wynne, Volunteer Bureau
Jane Kendal, Gateways
Steve Griffiths, Kent Fire and Rescue Service
Julia VanRuyckeveldt, West Kent PCT
Lynne Selman, Eastern and Coastal Kent
Neil Jerome, Kent Police - Partnerships and crime reduction
Melodie Macnamara, Job Centre Plus
Meradin Peechey, Public Health
Peter Brook, Gateways
Simon Webb, Children, Families and Education, Kent County Council
Steve Leidecker, KASS Directorate, Kent County Council
Tanya Oliver, Chief Executives Department, Kent County Council
Tony Bartlett, Business Link Kent
William Benson, Tunbridge Wells Borough Council
David Pettford, Chief Executive of Maidstone Borough Council

6.2.4 Access Kent Project Board

David Willis, Dover District Council
Donna Reed, Thanet District Council

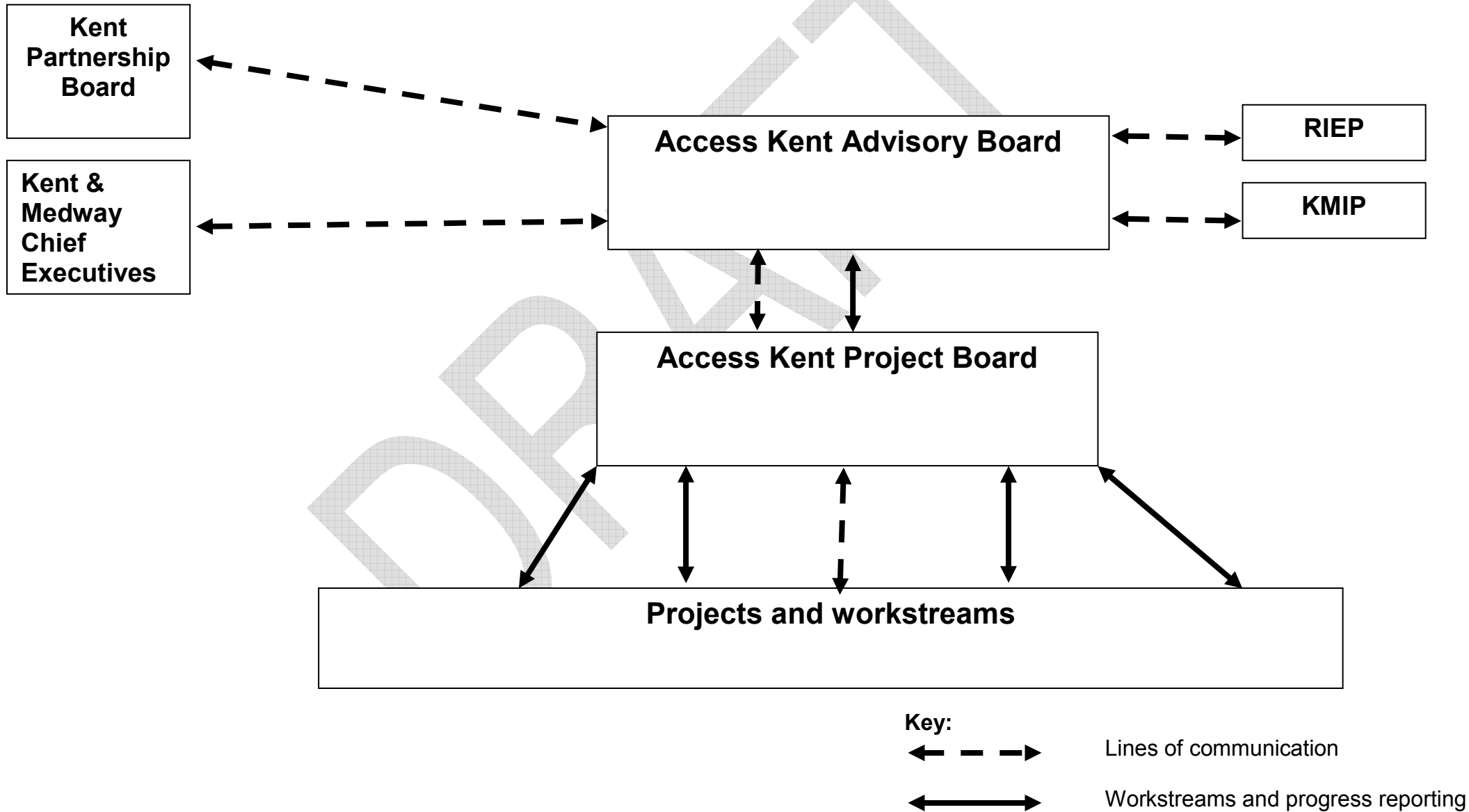
William Benson, Tunbridge Wells
Tanya Oliver, Kent County Council (Chair)
Julia Ross, West Kent PCT
Julia VanRuyckeveldt, West Kent PCT
Jane Kendal, Kent County Council
Paul Taylor, Maidstone Borough Council
Debbie Wisdom, Kent Connects
Brian Hatt, Sevenoaks District Council
Cathy Eastwood, Canterbury City Council
Martin Garlick, Medway Council
Jeff Wallbank, KPSN Manager
Karen Honey, Project Manager KMIP
Becky Humphries, Kent Police
Carol Drake, Kent Police
Caroline Davies, East Kent PCT
Sandra Michael, Kent Fire and Rescue Service
Mark Cobb, Kent County Council
Mark Scott Clark, Kent County Council
Andy Cole, Tunbridge Wells District Council
Russell Chidwick, Kent County Council

6.2.5 Kent Partnership

Ann Barnes – Chair, Kent Police Authority
Andrew Bowles – Leader - Swale Borough Council/Chairman Swale LSP
Roy Bullock – Leader, Tunbridge Wells Borough Council/Tunbridge Wells LSP
Jim Cameron – Group IT Director, Saga
Rob Cameron – Natural England
Paul Carter – Leader – KCC
Paul Clokie – Ashford LSP
Barry Clout – Kent Council for Voluntary Youth Services/Chair Kent CAN
Ian Craig – Children Families & Education, KCC
Roger De Haan – Chairman – Creative Foundation
Dr Annette Doherty, Senior Vice President, Pfizer/*Kevin Charles*
Bill Feeley – Chief Fire Officer – Kent Fire & Rescue Service
Peter Fleming – Chairman, Sevenoaks LSP
Michael Fuller, Chief Constable, Kent Police/*Matthew Nix*
Graham Galpin – Director, Kent Invicta Chamber of Commerce
Christopher Garland – Leader, Maidstone Borough Council/Chairman Maidstone LSP
Peter Gilroy – Chief Executive, KCC
Bob Goldfield – Chief Executive - Port of Dover

Professor Julia Goodfellow – Vice Chancellor, University of Kent
Roger House – Regional Chairman - Federation of Small Businesses
Sarah Kennett – Job Centre Plus
Stephen Kingsman – Chairman, East Kent LSP
Megan McKibbin - Executive Director – KEB
Brendan O'Connor – Interim West Kent PCT representative
Sir Graeme Odgers – Chairman - KEB
Meradin Peachey – Director of Public Health
Andrew Pearce – Area Manager, Kent and East Sussex, Environment Agency
Steve Phoenix – Chief Executive, West Kent PCT
Susan Priest – Area Director for Kent & Medway, SEEDA
Robyn Pyle – Director - Land Securities Development
Leyland Ridings – Cabinet Member, Children Families & Educational Standards, KCC
Richard Samuel – Chief Executive, Thanet District Council
Dev Sharma – Kent Director - North West Kent Racial Equality Council
Caroline Shaw – Voluntary Action West Kent
David Smith – Area Director, Learning & Skills Council
Mike Snelling – Leader, Gravesham Borough Council/Chairman, Dartford & Gravesham LSP
Colin Tomson – Chairman, Eastern & Coastal Kent PCT
Bishop Stephen Venner – Bishop in Canterbury/Churches Together in Kent
Paul Watkins – Leader - Dover District Council / E Kent Partnership
Nigel Whitburn – Kent Association of Local Councils
Yvonne Wilson – LSP Manager, Medway Council
Di Woolloff – Area Lead for Kent and Medway, GOSE
Sir Robert Worcester – Founder, MORI and Chancellor University of Kent
Mark Worrall – Chairman, Tonbridge & Malling LSP

6.2.6 Access Kent Structure Chart



6.3 Procurement Strategy

To be developed with detailed phase 1 programme plans but will conform to relevant local, national and EU procurement regulations.

6.4 Programme Plan

Draft timescales are as follows (draft timescales to be amended once programme plans have been agreed):

Phase One – Oct 2008-March 2009

- Vision statement agreed (December)
- Partner seminar delivered (19th December)
- Business case completed (March 2009)
- Scope and map existing projects and share any briefs, business cases, PIDs
- Identify all quick wins
- Implement support for existing projects
- Risks and issues
- Mapping exercise through Kent Finance Officers of expenditure on access. This will inform outcomes and savings on a ROI basis
- Engage with all partners and gain informal support from those willing to be part of the project
- Develop a Memorandum of Understanding (on lines of Gateway MOU) and gain formal sign-up for those partners wishing to proceed formally (March 2009)
- Share existing performance data and develop common performance indicators, linking with Kent Commitment, LAA, existing public sector indicators etc not creating new ones.
- Training plan developed (linking with Workforce Development project Medway are leading on)
- ICT delivery plan developed

Phase Two – April 2009 – Sept/Oct 2009

- Draft and agree a Customer Promise
- Monitor progress
- Communication and engagement plan – internal & external
- Funding plan developed for longer-term
- ICT delivery plan implemented for phase two “go-live”
- Training plan implemented for phase two “go-live”
- “Go-live” – transferring calls directly between agencies, optimising search facilities between websites, increased first-contact resolution whatever agency contacted, fewer contact numbers and websites within individual organisations, increased self-help via websites and website transactions
- Gateways continue to open
- Revisit business case and update where appropriate
- Option for other partners to sign up to Memorandum Of Understanding
- Single-customer record scoped

- Scope phase three

Phase Three – Nov 2009 – Oct 2010

- Upscale services delivered in phase two as training and technology allows
- Single customer record developed
- Gateways continue to open
- Go-live of a single Access Kent contact number – partnership of the willing (Oct 2010)
- Go-live of a single Access Kent portal – partnership of the willing (Oct 2010)

6.5 Contract Management

To be developed with detailed phase 1 project plans

6.6 Risk Management Strategy

To be developed with detailed phase 1 project plans.

6.7 PIR/s and PER

To be developed with detailed phase 1 project plans.

6.8 Contingency Plan

To be developed with detailed phase 1 project plans.

Appendix A: Cost Analysis of Access via Web, Telephone and Face-to-face Access

The following table was taken from research undertaken by the Socitm Insight Channel Value Benchmarking Service in 2008. The costs show results from a benchmarking exercise to understand key performance indicators across web, telephone and face-face access for customers. Seven councils took part including London Boroughs, District Councils and Unitaries from England, Scotland and Wales.

Channel		Min	Max
Phone	Overall cost	£0.3m	£8m+
	Volume (Average monthly calls)	7, 873 = 4% of local pop	124,964 calls = 49% of local pop
	Cost per user	£1.28	£5.57
	Net satisfaction	89%	99%
Web	Overall cost	£0.1m	£0.5m
	Volume (Average monthly calls)	41,924 = 11% of local pop	389,389 = 24% of local pop
	Cost per user	£0.22	£0.56
	Net satisfaction	48%	49%
Face-to-face	Overall cost	£0.5m	£4.8m
	Volume (Average monthly calls)	4,782 = 2% of local pop	62,274 = 23% of local pop
	Cost per user	£4.83	£9.62
	Net satisfaction	80%	95%

Appendix B: Detailed Analysis of Contribution to Key Objectives

Access Kent contributes towards the national agenda in the following ways:

National Indicators, in particular:

NI 14: Reducing Avoidable Contact

A key part of this is to ensure that “a one-council approach is taken and problems are seen from the customer’s point of view, even when they cut across existing organisational silos” – *Reducing Avoidable Contact, a guide to NI 14*

Measurements of NI 14 include:

- A – Unnecessary clarification by customer
- B – Avoidable contact caused by poor signposting
- C – Repeat contact with the customer having to pass on the same information
- D – Customers progress chasing
- E – Repeat contact after premature closure of previous contact

Sir David Varney; *Service transformation: A better service for citizens and businesses, a better deal for the taxpayer* (December 2006)

“The history of public services has led to departments or agencies focusing on the supply of specific products rather than taking a citizen or business-led approach. Departments’ and agencies’ services are all developed independently of each other. It is leaving the citizen or business to join up all the public service island economy to meet their needs.”

- Where face-to-face services continue to be provided, there is clear evidence that citizens would prefer the opportunity to resolve a range of queries in one place and with one contact.
- Engage citizens and businesses more fully in the design and delivery of public services, establishing principles that underpin a coordinated multi-channel approach to government delivery and a move to making e-services the primary channel for information and transactional services
- There is an opportunity to coordinate services more directly around the needs of citizens and businesses and to deal with more problems at the first point of contact.
- There is the opportunity for government to move to a joined-up model for delivering government services online that focuses on the needs of citizens and businesses.

- It is often the most vulnerable citizens who have to do the most joining-up between the public service islands and much of it could be avoided with more collaborative service delivery
- Efficiencies could be gained by improved performance and coordination of front-line services and reducing duplication of business processes through shared use of an identity management system.
- Over the longer term, further efficiencies and service enhancements could be made by reducing back-office functions that would no longer be required.
- Make service delivery boundaries less visible.
- Issues should be resolved at first contact.
- Reduction in estate through joined-up service provision.
- Try to identify patterns of transactions across channels, not just the cost of separate contacts and try to estimate the hidden cost of channel error and demand caused by failure.
- Identify realisable savings in terms of both contact and cost (for both yourself and the citizen or business) through end-to-end, cost-to-serve, and “customer journey” analysis.
- Recommendation to increase the proportion of effective mobile services.
- Recommendation that the public sector should explore the scope for a single access number nationwide for all non-emergency public services, to provide a complementary support for 999.
- The establishment of performance indicators and targets for contact centre operation based around the objective of at least 25 per cent reduction in costs by the end of the 2007 CSR, which could include:
 - 80 percent of contacts made by citizens or businesses to be resolved on first contact;
 - 50 per cent reduction in avoidable contact;
 - reducing the number of information requests handled by telephone by 50 per cent;
 - making the Web the primary access point for all simple information and advice requests;
 - converging all public sector telephony charges to a single tariff; and
 - requiring all sub-200 seat contact centres to share their service with others;
- Public service contact centres seek to better coordinate services around common citizen and business themes, starting with a single contact service for change of circumstances
- Improvement in managing a core set of identity information such as name, address, date of birth and a reference number.
- Focused improvement in public service delivery supported by more data sharing.
- Cross-government use of existing assets
- Extending lessons for the development of a cross-government business identity system.

Sir Peter Gershon CBE; *Releasing resources to the front line: Independent review of public sector efficiency* (July 2004)

- Significant investment in information and communications technology (ICT) by both central and local government
- The development of a joined-up approach to human resources (HR) back office functions within central Government
- The use of e-enabled channels for the provision of information and delivery of services to the public
- Deliver efficiencies through the migration of appropriate customer groups towards more cost effective channels such as web-based interfaces and call centres.
- Achieve high levels of take-up of e-enabled transactional services by appropriate customer groups.
- Greater awareness of the needs of different customer groups as well as greater understanding the costs of serving customers via different channels.
- Realise the potential of e-government to provide joined-up services across government and improve service delivery by involving third parties.
- Efficiencies include: additional outputs for the same level of input; improved ratios of output per unit cost of input.
- Local government target to deliver efficiencies of 2.5 per cent a year over the three years of the 2004 spending review period (£6.45 billion by 2007-2008).
- Support for innovative projects for authorities to share back office functions with other authorities and the wider public sector

Sir Michael Lyons; *Lyons Enquiry into Local Government. Place shaping: a shared ambition for the future of local government* (March 2007)

"In their forward planning, local authorities should look further ahead than even the ten-year time frame of the community strategy; making best use of intelligence and evidence of future trends; engaging local partners, businesses and residents in a debate about the long-term aspirations for the area; and focussing their performance management on outcomes."

- Clearer accountability over who is responsible for what
- Greater flexibility, both over finances and to enable local government to manage local services in response to local needs
- Local authorities also have the potential to use their purchasing power and long-term perspective to shape markets, and to use their ability to engage with citizens and service users in the design and delivery of services. This would allow them to take advantage of the potential of co-production to deliver better outcomes and greater efficiency.
- There are strong and compelling arguments for Local Government as a device for allocating public resources and effort efficiently and effectively to secure the well-being of citizens. There must be the

capacity for collective action and choices about the use of public revenues.

- Local authority should have a role in representing the community interest and influencing services.
- The efforts of all agencies must be focused on the outcomes of greatest importance to local people
- Local authorities to focus on a sense of place, to enable services to be tailored to the needs of a local area. Innovative local solutions may be necessary.
- Local authorities should ensure that their overall approach to efficiency:
 - Places a value on outcomes in terms of their value to the local community
 - Values the additional inputs generated through co-production

Communities and Local Government; *Strong and prosperous communities: The Local Government White Paper (2006)*

- Unified service delivery models with service users having no need to understand whether the county, district or other service provider is responsible
- There are significant opportunities to improve the quality and efficiency of services by joint working.....at a regional or national level. We want all local authorities to unlock these potential benefits by delivering more services in collaboration with each other....
- It will also be important for councils to develop new models of working, which should also involve collaboration between councils and other public bodies, if they are to achieve ambitious further efficiency improvements.
- Our vision is of revitalised local authorities, working with their partners, to reshape public services around the citizens and communities that use them.

Help The Aged; *Towards Common Ground: The Help the Aged manifesto for lifetime neighbourhoods (2008)*

- Basic amenities need to be within reasonable reach, inc. money, healthcare, shops etc.
- Information and advice – Good advice and information on everything from social care to local volunteering are essential for older people's well-being.
- Age equality – services designed for all. 'Social model of disability', which holds that it is not people who are disabled but environments that are disabling.
- Local amenities and post offices are a lifeline for older people.
- LinkAge Plus pilots – partnership working to provide older people with access to a wide range of more joined-up integrated services.
- Many public bodies have moved information and services exclusively online, yet only 29 percent of older people have ever used the internet.

- Call on government to commit to a joined-up strategy on information, advice and advocacy, with a focus on helping people to use their rights and to take control of the services they use.

Access Kent contributes to the regional agenda in the following ways:

Kent Agreement 2:

“This Local Area Agreement is part of a journey towards greater local autonomy for public services... the LAA is also about changing relationships and ways of working. In three years time we will therefore expect to see public services not only performing better, but also which have the scope for variety and innovation, and which are empowered to do things differently and to take well-managed risks.”

The Kent Agreement ties closely with Access Kent as it acknowledges the need for better public access, more efficient use of resources and partnership working to achieve its targets. It is divided into 8 themes, all of which Access Kent will support, in particular:

- Working together to help people, especially those who have not worked for a long time, gain the skills and confidence to re-enter the workforce
- Working together to give co-ordinated support and advice to individuals on how to set up in business and help small businesses grow
- Improving access to services and facilities
- To increase the capacity of local communities so that people are empowered to participate in local decision making and delivery of services.
- To promote and improve the health of Kent’s residents and reduce health inequalities by addressing variations in health across the County

Kent Partnership; Vision for Kent: Kent people in partnership for a better tomorrow (2006)

- Ensure that services meet the needs of new and existing populations
- Improving public access through multi-agency provision and web technology
- Opportunities for all, equality of opportunity for all, maintaining a work/life balance and reducing stress, work as the best form of welfare (especially for people with disabilities or mental health problems).
- Need to work across Health, KCC, District Councils to ensure that health and social care services are accessible
- **Promote healthy lifestyles, positive behaviour and relationships, respect for equality and diversity, moral, emotional and spiritual development and environmental awareness**
- **Involve service users in the design of future service provision**
- Keeping Kent moving through access to health and social care services that reduces the need to travel.
- Stronger and safer communities strengthened by a partnership approach in which communities work together with public services

- Adhering to the principles set out in the Kent Compact to create a framework for positive change and a proactive relationship between partners and the voluntary and community sectors
- Increasing the capacity of local communities so that people are empowered to participate in local decision-making and in delivering services

“The Kent Commitment” Statement of intent from Kent’s Local Government leaders

- 5 An excellent customer experience for all the people of Kent who use local government, with fair, simple and equitable access to services and improved satisfaction rates.
 - An ambitious project of cost reduction, so that cost savings are driven out of the opportunities for 13 councils to work together in Kent through sharing best practice, best providers and common infrastructure.
 - In deciding upon priorities, we will build upon the diversity of Kent to find a range of solutions which work for individual councils and individual areas of the county.
 - All councils will explore the potential to share services.

Appendix C: Social Return on Investment example: Skills Plus in the Ashford Gateway

The example of Skills Plus demonstrates how proxy data and data provided by the service user can be combined to delve deeper into the social impact of an organisation.

GW 2: Ease of service take-up within Gateway environment

- The year prior to entering the Gateway 190 students were registered
- In 2007-2008, 559 students registered (of these 50 have withdrawn)
- So the **outcome** is 509 students registered on courses in the Gateway
- The **impact** = 509 – 190
- = **319 more students registered on courses**
- In previous years an average of 22% of students were previously unemployed which would equate to **70 students in 2007-2008**
- Studies have shown that approximately 2/3 of previously unemployed students found work as a result of undertaking Level 2 and Level 3 qualifications (Learning and Skills Council), **which would equate to 46 students in 2007-2008.**
- Average wage: After Level 2 = £8.80ph; Level 3 = £10.40ph;
 - average = £9.60ph
 - » **£18,500p.a. (est.)**

Individual	Civic
46 x £18,500 = £ 851,000 - (Tax + NI)	National Insurance contribution (11%) = 46 x £2035 = £93,610 Tax (20%)=46 x £3,700= £170,200
TOTAL: £ 587,190	TOTAL: £110,810

Skills Plus input breaks down to:

- £63,852 – staff wages
- £2,515 exam fees and admin
- TOTAL = £66,367

$$\text{SRol Ratio} = (587,190 + 110,810) : 66,367 = 11:1$$

The example above demonstrates how for every pound spent by Skills Plus, there is a return of £11.00

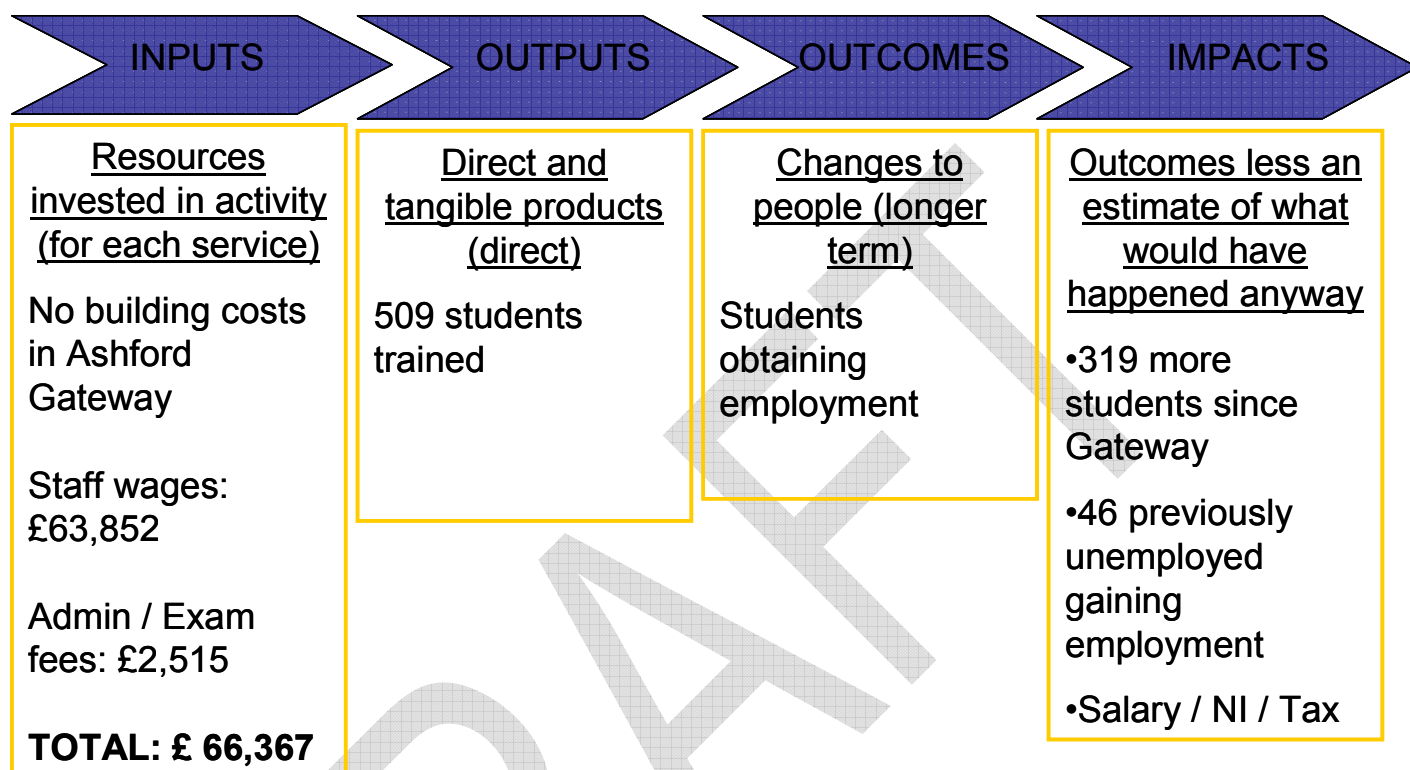


Figure 7: Impact map of one aspect of Skills Plus' SROI

This is using just a single example of students gaining employment through training. Skills Plus could include a variety of other measures to look into their social impact such as:

- It is known that the average wage prior to qualifications is £7.10 per hour. After Level 2 this increases to £8.80 and after Level 3 it increases again to £10.40. By looking into the qualifications gained by Skills Plus students, the impact of an increase in wages could be determined.
- Through employment and increasing wages, more capital can be brought into the local economy which can be spent on goods and services and this increases VAT receipts and economic vitality of the area
- In the long-term children of people in manual jobs with Level 2 or above are twice as likely to remain in education after sixteen. The increase in their qualifications could also be taken into account as well as that of their parents.
- Obesity falls from 20% for no qualifications to 15% for those with intermediate qualifications and so the associated impact on the health sector and costs could also be included in Skills Plus' SROI

Outcomes from Thanet's Gateway plus customer surveys:

- Very high levels of satisfaction with staff (94.3%) and with the outcome of the visit (87.6%)
- Even split between those accessing council services and those accessing library services.
- Most popular reasons for using the Gateway were book loan (35.2%) and Benefits (23.8%)
- Over 80% of people found it easy to find what they were looking for.
- Over two thirds did not know about the Gateway's extended opening hours. Only 34.3% did.
- Majority of people did not have a preferred time to visit the Gateway. Of those who did, the most popular time was in the morning as stated by 21%. 7.1% would prefer to visit the Gateway during the extended opening hours.
- Majority of people were not aware of the extra services provided in the Gateway.
- Most popular ways to publicise these services were 1. Advert in the paper 2. Leaflets in local supermarkets 3. Poster in the Gateway.
- Almost 80% would like to see and use CAB in the Gateway.

Appendix D: Access Kent Seminar

A report from the event held on 19th December 2008

Introduction:

On the 19th December 2008 a seminar was held to raise awareness and consult partners from across the public and voluntary sector about Access Kent. Following the event a full report was produced by OPM with detailed information about ideas and comments from attendees. This report is a supplement to the OPM document, addressing some frequently asked questions and explaining what progress has been made as a result of the input from attendees representing this wide range of partner organisations.

Some frequently asked questions:

What is Access Kent and what are its objectives?

Where do you go if you don't know which public body provides the service you need? This is the question Access Kent aims to answer. Access Kent means joining up access to services across the three core channels: telephone, face-to-face (through Gateways) and web/email.

The objectives of Access Kent are:

- To enable customers to access the services they need to achieve a completed resolution, even if the transaction involves a number of different organisations. This includes improved signposting to ensure customers speak to the right person at the right time.
- To enable customers to achieve this outcome via any of the channels: telephone, web or face-to-face.
- In providing more choice to access, to enable and support take-up of web and telephone access, as well as promoting self-help within the Gateway setting. Currently 75% of customer contact is via web and telephone.
- To facilitate a seamless service for customers accessing services, whether they need to access services provided by different organisations, or via different channels. This will include ensuring that the customer doesn't need to repeat their details at each point of contact, and requires monitoring and accountability to prevent the customer needing to chase or repeat the enquiry.

This will be achieved by:

- Addressing silos within services by aligning front and back-office systems and business processes to be more joined up in how we work

together. This will involve cultural change that will be managed via training and raising awareness.

- Delivering a training project to:
 - Support the cultural shift through the business transformation.
 - Equip front-of-house staff with the skills and knowledge they need to deal with a wider range of first-level enquiries (across organisational boundaries) and to escalate the relevant enquiries to the right specialist advisors/practitioners.
- Addressing engagement and communication with the public around access issues.
- Addressing barriers to access identified through the engagement and communication strategy, including barriers to hard-to-reach groups and ICT access by providing greater choice and improved customer service.
- Supporting and developing projects and ICT that support the objectives in order to deliver the solutions identified above.

What are benefits of Access Kent to the public?

- Greater choice for accessing services and more inclusive services as a result.
- A single access point means it is easier for customers to access the right services at the right time.
- Reduction in avoidable contact.
- A holistic solution to more complex needs.
- Better knowledge/signposting to services that they entitled to.
- Faster response to enquiries/faster transaction times.
- Greater participation in designing personalised service delivery.
- Increased satisfaction overall when accessing public services.
- Removal of complexity of access from tens/hundreds of organisations.

What are the benefits of Access Kent to services?

- Efficiency savings through channel-shift, increased opportunities for self-help, shared procurement and more efficient service delivery.
- Better able to meet service delivery targets and evidence national indicators, in particular NI14.
- Greater take-up of services by hard-to-reach groups enabling services to be more inclusive and improving equality and diversity in access to services offered by the public sector.
- Opportunities to promote, and to target the promotion of, services more widely
- Better communication between partner agencies
- Skilled front-office staff able to deal with a wider range of enquiries, enabling professional staff to focus on priorities/more complex areas
- Potential to make use of economies of scale in procurement related to the delivery of services by partners committing to Access Kent
- Performance measures for CAA.

Will all services have to sign up?

The door is open to all services, we would like as many as possible to sign up to Access Kent, but it is a partnership of the willing. The vision of joining up and streamlining access is ambitious but will be taken forward in a phased approach rather than a “big bang” and initially will build on the work already underway in pockets across the Kent public sector. For example first steps include enabling services to transfer calls between organisations and being able to call up links to each other’s websites by using the same search engine software and metatagging. These are small steps that will enable a large number of services to be a part of Access Kent. The next stages might be to look at middleware to ensure our Customer Record Management systems allow us to co-ordinate our contact with customers, or to set up a way of sharing information via referral where transactions with customers need to include more than one service. Partners will be able to choose what they feel able to sign up to at any one time, but the door will always remain open to sign up to more as it suits the business need of the organisation.

Are you thinking of opening one big call centre?

We would like to eventually have a single telephone number (other parts of the UK have used 101 for community safety). We want to enable customers to access any public service they need without having to figure out which organisation to call. However, this will be using existing resources and virtual links between call centres (we are not thinking of having one giant call centre somewhere for all services)! This will also involve training staff to be able to deal effectively with this wider range of enquiries. We want to build on all the valuable work that has already been done and make things as efficient and effective as possible for Kent residents.

Some great ideas and what we are doing about them:

You said: Access Kent is much more complex than partners originally thought. There is a much wider cascade of information needed about the project, much wider engagement and ownership is needed from the leaders to the frontline.

What we did: We have set up communications group who will be responsible for developing and implementing a communications strategy. There were some great ideas raised at the seminar including: Road shows to assist with building into service improvement projects, Information for partners, Public engagement, make use of mediums such as Facebook, Twitter, Bebo, Open a Gateway in Second Life. The communications group will be looking at how we develop and implement these ideas to enable better communication about Access Kent, its progress and its impact from the very earliest stages.

You said: There is too much emphasis on Gateway, especially as telephone and web contact make up a much wider percentage of customer access, as well as being more cost effective.

What we did: We have included projects to improve and join-up access via web and telephone as well as the face-to-face element. We also feel strongly that Access Kent should encourage better use of this wider choice of access, and promote the benefits of telephone and web access for those that prefer these means. We have added more information into business case about what Access Kent is working on with regard to telephone and web channels. We are also looking at projects that will deliver benefits in all three channels: telephone and web as well as face to face. This is aimed at creating a balance as we feel all three mediums are critical to the success of the programme.

You said: We need to consult public more.

What we did: We have set up an engagement workstream, who will be responsible for looking at how we engage and consult the public. They will work closely with the communications workstream, particularly when exploring ways to communicate (e.g. Facebook, Twitter and Second Life were just some of the suggestions that came out of the seminar). This group will also look at engagement work that is already happening, and whether there is potential to work with existing groups and consultation exercises relevant to each of the projects. E.g. there are already citizens' panels we could contact to ask about Access Kent, customer surveys are being done by a number of projects that fall under Access Kent, we should look at joining up and maximising the potential of these exercises, rather than duplicating. For example, customer profiling is a large project being undertaken by the Gateway and sharing the information learned could benefit a number of the projects.

You said: We need to secure member buy-in.

What we did: We are putting together a variety of information for all stakeholders, including members. A priority for the Programme Lead, Tanya Oliver, is to engage members in Access Kent and secure their buy-in.

You said: More joint procurement.

What we did: Workstreams and projects (including Kent Connects who already benefit from joint procurement exercises) will involve representation from all members of the Access Kent partnership. Through this membership, and guided by the Governance of the Access Kent Advisory Board (also representing the full partnership) joint procurement opportunities will be identified and processes and systems for doing so will be agreed.

You said: Focus on key enablers e.g. single CRM, single authentication.

What we did: The workstreams and projects contributing to Access Kent will focus on these enablers. There is already a mapping exercise underway to establish the range of CRMs already in use. This will facilitate a project to find middleware to enable relevant data to be pulled from CRM systems, and to enable a write-back function to be developed. Access Kent will not seek to replace current CRMs, but will look towards phased aggregation as systems and technology is replaced by organisations. The options for a single customer record are also being identified and will form part of the Access Kent Programme.

Further Information

The document from OPM and further information from the seminar are available. Please contact Amie Barker for details:

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