
BUSINESS CASE

Programme: **The Gateway Programme**

Release:

Date: 21/07/2009

PRINCE2

Author: Amie Barker

Owner: Tanya Oliver/Jane Kendal

Client: Gateway Programme

Document Ref: The Gateway Programme Business Case

Version No: 0.12

Why The Gateway Programme?

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?

The Gateway Programme 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. The Gateway Programme 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”

Business Case Executive Summary

The Vision Statement for The Gateway Programme

The Gateway Programme 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.

Return on Investment

The Gateway Programme will aim to make 20-25% efficiency savings on customer contact over the three-year timescale. This is supported by evidence from a number of areas in which the Public sector is already benefiting from efficiency savings and increased satisfaction. The Gateway Programme will build on this work through a more coherent and focused response to this need. There are also a number of studies recording evidence that customers want and need a more joined-up approach to public service delivery.

- The success of Gateways has shown a continued increase in customer footfall, decrease in transaction times and increased customer satisfaction. The Gateway Programme will seek to apply these principles to phone and web. Please see Appendix C for Social Return on Investment case studies.
- 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). If this model of joint working can be extended across more areas we could reduce avoidable contact and improve the experience of our customers, while making substantial efficiency savings in the longer-term.
- 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.
- 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.
- The KCC Office Transformation is aiming to save around 1.9 million just based around back office savings, with further opportunities to rationalise the wider estate.

- Extensive research has been done, such as the Varney, Lyons and Gershon reports, highlighting the need for improving access, joined-up services and greater efficiency.

As a result of the Gateway Virtual Hub work (see section 5.1.1) the The Gateway Programme will have detailed evidence not just of customers and their experience of Gateways, but also the transactions behind their visit. This will enable the programme to fully evaluate the potential savings and efficiencies to be made. This will be enhanced by work on the safer communities hub, which will be developing the business process re-engineering within the telephony channel, to consider the wider application and additional savings to be made by self-help and channel migration.

Calculating a precise return on this type of investment, while pleasing the Accountants, is virtually impossible to do. The Gateway Programme is about transforming the way we engage with the public, and is just a part, albeit a hugely vital part, of the jigsaw that will be needed to enable public services to set budgets that are deliverable in light of the perilous state of the public finances. Appendix E attempts to capture the importance of The Gateway Programme to the overall budget strategy that is likely to be necessary across the Kent public sector.

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.

The outcomes of the programme are:

- Increased cross-organisation/sector back-office process consolidation which will reduce costs and improve access because customer contact staff will be able to cover more geographical areas.

- Improved access to different channels means greater choice in accessing services and more inclusive services as a result.
- A single access point makes it simpler for customers to access the right services at the right time.
- Reduced avoidable contact because of consolidated back-office processes which will release resources to take pro-active measures with transactional contacts, for example call outs to prevent payment reminders or information requests.
- 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 (which will release resources to support those who need the most help).
- Reduced management and administration costs by increased shared operations.
- 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 the Gateway Programme.
- Measured performance data which can be used as evidence for meeting CAA criteria.
- Smaller public estate.
- Rationalised contact centres.