

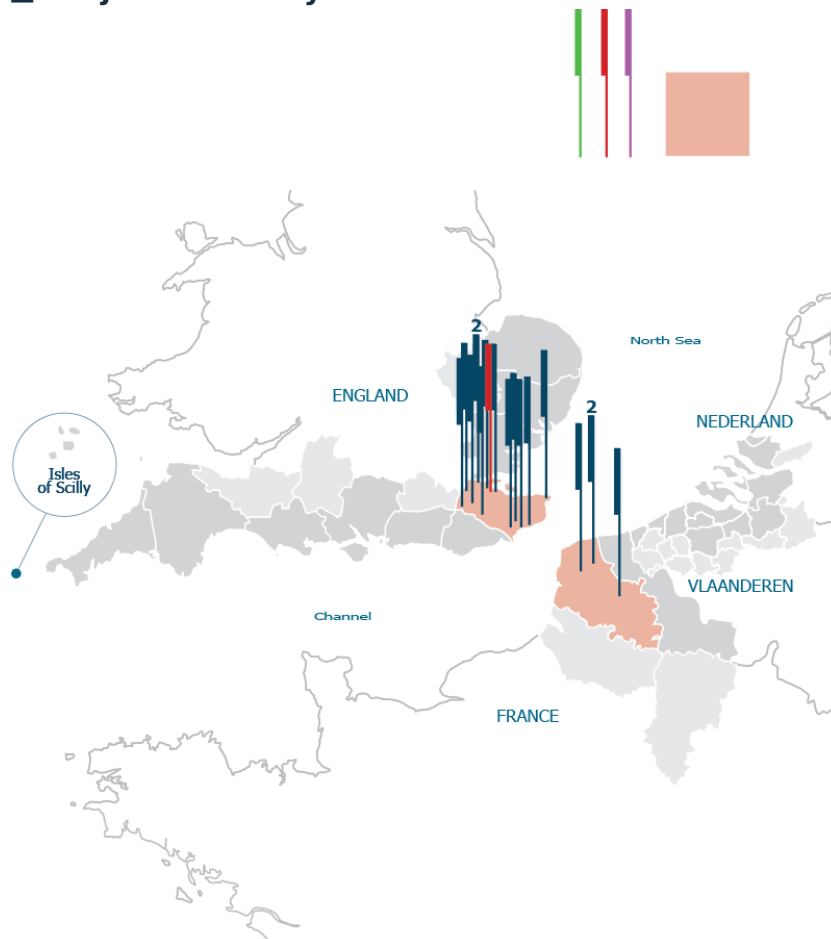
CBOOPSD



Pour des services publics plus accessibles
To optimise public service delivery

Cross Border Observatory to Optimise Public Service Delivery

■ Project summary



The main aim of CBOOPSD is to gain a more detailed understanding of customer needs in Pas-de-Calais and Kent so that public services can be tailored to meet them. Pas-de-Calais and Kent are comparable in area, have similar demographics and a similar urban and rural mix. They also face similar issues in the delivery of public services, and notably providing simple and easy access to all, linking similar public services together to ensure greater coherence, improving the efficiency of service delivery and tailoring services to the needs of the hard to reach. This work will be informed by comparing the public service delivery models in both countries so that the best examples can be taken from both. By creating a crossborder model, partners will classify customers from Pas-de-Calais and Kent into common

groups, then develop and test a customer service delivery framework which will be used to show how services can be tailored to fit the needs of each group.

■ Activities

What was the project trying to achieve?

The aim of the CBOOPSD project is to help improve the delivery and quality of public services by gaining a more detailed understanding of customer needs in Pas de Calais and Kent so that public services could be tailored to meet the needs and expectations of different customer groups. Objectives: To develop and implement customer services strategies that will improve the way in which services are delivered, reduce the delivery transaction costs where possible by delivering the service to each customer group by the most effective channel (face to face, phone, web). Equal access to services for all customers, ensuring socially and economically less

well off groups are not disadvantaged. To develop and pilot a set of tools that identify the demand needs of customer groups so that services and service delivery can be tailored to match demand. To develop a common cross border model for customer insight tools, which can be implemented throughout the partnership.

What were the activities implemented?

The model identified a number of customer groups, each group having certain characteristics, which enable the partners to tailor their services to reflect their specific requirements, such as whether customers preferred face to face/phone/Internet. Once the model had been developed, 5 Kent partners and 2 from Pas de Calais evaluated the model using selected service areas. The information provided by the tools enabled the pilot partners to develop a service delivery strategy that would then apply to further service areas. Once the pilot model had been agreed Activity 2 involved implementing the model throughout the whole partnership, applying the tools to a wide range of service areas. A number of themes were chosen to monitor the application of the tools throughout the partnership; Gateway (local service access points), libraries and mobility (provision of information and services to enable an integrated multi-modal transport service). During this period the tools were continually updated and refined as information became available and an awareness campaign was implemented to ensure all partner staff were aware of the benefits of using the model and implemented it throughout their organisations. Tangible examples are the Gateway at Fauquembergues (FR) and Sheernes (EN), whilst examples of on-line services are the mobility portal <http://www.bougeco.com/> and Ashford Voice, http://www.ashford.gov.uk/news_and_events/ashford_voice.aspx, an on-line magazine. The final Activity was the evaluation and dissemination phase, designed to identify results and benefits, and then publicise these throughout the public sector provider network. The partners developed a common evaluation template that identified benefits, lessons learnt and next steps. Using this template the partners were able to show that by applying the customer insight tools to inform their strategies they were able to improve the take-up of services, improve customer satisfaction and deliver services more efficiently. For example, the Dartford Green Waste Collection Scheme used the tools to target customers most likely to use the service and in doing so, increased service take-up within those groups by over 300% and the Kent Gateway network customer reported a customer satisfaction rate of 94% in December 2011. The communications strategy ensured that the project results were widely publicised using the bi-lingual project web site, a hard and soft dissemination report and a seminar attended by of 50 officers

■ Results

What were the key results of the project?

This project has helped partners implement significant improvements to the quality and efficiency of public services: - Partners have improved their customer knowledge, to understand the demand needs of different customer groups. - Partners have tailored services to the needs of each customer group, improving service take-up, increasing customer satisfaction rates and the efficiency of service delivery. - Partners have developed new service mapping methods to support future service development strategies. - An evaluation of customer groups and their

demand needs i.e. Some customers prefer using online services, others prefer face-to-face contact - A number of new Gateways have now been launched to service this demand with a customer satisfaction rate of 94% (December 2011). - All partners now have customer service strategies. - Partners have developed new skills and expertise which will significantly help to deliver future improvements.

Did all partners and territories benefit from the results?

Target groups and beneficiaries: The target group for this project were the partners, the local authorities and other providers of public services and the main beneficiaries are their customers; the citizens in the area, particularly those at risk from social exclusion. All partners have now implemented their customer service strategies, which has helped to improve the quality and efficiency of their services and the ways in which they are delivered. Partners now have the means to improve the quality of their services by targeting the needs of specific customer groups, and in doing so service delivery is more efficient and effective. Customer groups requiring face-to-face services in Kent now have a growing network of Gateway, providing services from a range of different agencies, especially suited to the needs of the less well off. These have been sited in optimum locations to minimise the distance travelled so customers can obtain the services they need; the latest Gateway survey showed a satisfaction rate of 94%. The Maison des Services in Fauquembergues has proved this concept for French territories, and provides the service for the 9300 citizens of CCF. Customer groups requiring online services now have a growing number of transactional services available, and the CASO digital portal, digital library are now available to all 65,00 inhabitants of the Agglomeration and the Saint-Omer Transport platform to the 120,000 inhabitants of the Saint-Omer region

What were the effects / outcomes for the territories involved?

Each partner has provided a case study which demonstrates the benefits for its own territory. For Kent, the most tangible outcomes are the 3 new Gateways. In Sheerness, the Gateway now provides access to public services, attracting 11,000 visitors per month. The new Ashford Gateway Plus has seen customer visits increase from 5,000 per month to 28,000 per month. Gravesham Gateway attracted 5,000 visitors per month and a customer satisfaction rate of 93% in October 2011. The MDS in Fauquembergues has welcomed an average of 350 customers a month for a range of services. The virtual MDS has been visited by 400 customers a month in its initial 6 months. The CASO digital portal and library, available to the 65,000 residents of the Agglomeration have both been receiving 3000 visitors per month.

■ Distinctiveness

What was the real added-value of doing this cross-border project?

One of the key added value elements of the project was to identify how cross border partners were addressing service improvement issues and their proposed solutions. For example, the Kent partners had been using new technology to improve services for some time, more so than the French partners. This enabled the French partners to learn from Kent's experiences. The resultant model benefited from the experiences and input from both sides of the channel and as a result, became a more robust solution, one that could be applied elsewhere in the 2 Seas Area. The Kent partners also benefited from the ways in which the French partners operated.

The development of library services was of common interest to CG62 and KCC and a project group was formed to develop cross border working, which included site visits and workshops. Some of the ideas learnt on site visits were implemented by KCC as part of improvements to the library service

Have any synergies been developed with other projects or networks?

The partners have carried out a number of discussions with other public sector providers but none who are presently involved in either 2 Seas or other EU projects. There may be some links to other 2 Seas projects but none sufficient to justify any synergy at this point. However, the partners plan to carry out an extensive dissemination process and it may well be that links can be made to other projects which will lead to future cooperation opportunities

What are the key messages , key lessons learned you would like to share?

The strength of the partnership is probably one of the key factors in cross border working. Spending time on building and maintaining a successful working partnership is paramount. Ensuring all partners are fully involved is key to the success of the project and often ensures the sustainability and long lasting effect of the project work. However, working with a large partnership (18) can mean decision-making is protracted so a smaller partnership might be preferable. Cross border projects involve working with partners of different nationalities. Using multiple languages may be a problem but perhaps more significant are the cultural differences. Not only do these involve recognising the different ways organisations are structured and operate across borders but also the way people think and work. It takes time to understand and accommodate these differences and it is important that this is done at the start of the project; time spent on this will pay dividends later.

■ Project Information

Title	Cross Border Observatory to Optimise Public Service Delivery
Total project budget	€ 4 479 869
ERDF	€ 2 239 934
Priority & objective	Priority 3 b. Improve the quality of services to the population, including mobility and health care facilities.
Timeframe	2008-10-15 - 2011-12-31
Lead partner	Kent County Council
Project Coordinator	Jane KENDAL(jane.kendal@kent.gov.uk)

