

Multi-channel Inclusive eGovernment

Session 3 :

Constructing Services that deliver Public Value



Introduction

In this session we aim to:

- Present the topic of “**Constructing Services that deliver Public Value**”
- Use selected case studies for illustration
- Extract some learning from cases
- Consider the broader study perspective
- Discuss and obtain feedback and advice

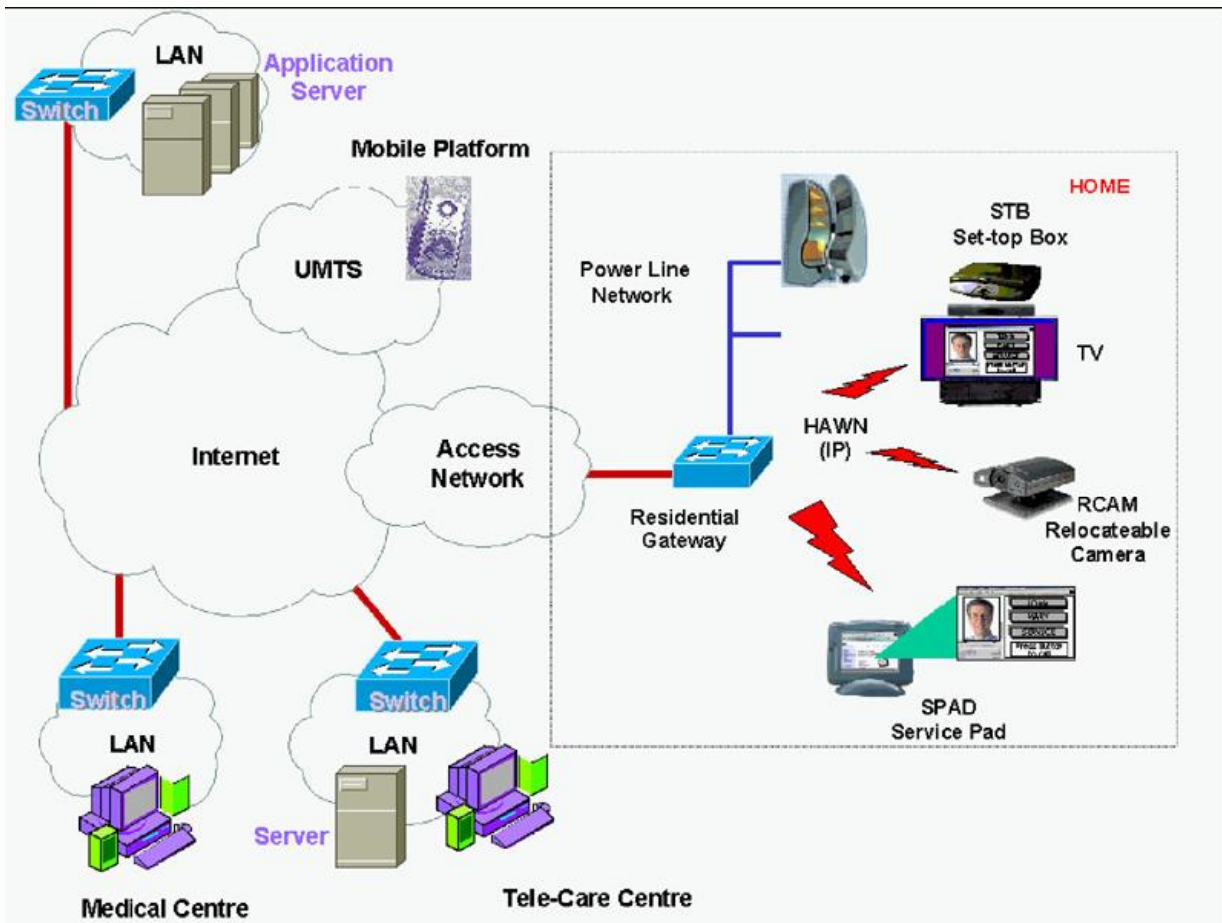
How services can be connected rapidly and effectively to the needs of socially excluded people

- Focusing on local level needs in an integrated way: Home care or Care Homes - Independent living and social inclusion for people with health problems (UK)
- Focusing on sectoral needs in an integrated way: the SeniorDom network for elderly socially excluded people (SK)
- Building on sophisticated eGovernment landscapes to deliver focused value for socially excluded people: Service partnerships in Denmark
- Exploiting existing partnership resources and structures to engage excluded groups: using gaming technology to engage with and support young people at risk of marginalisation, on a housing estate in the West Midlands of England

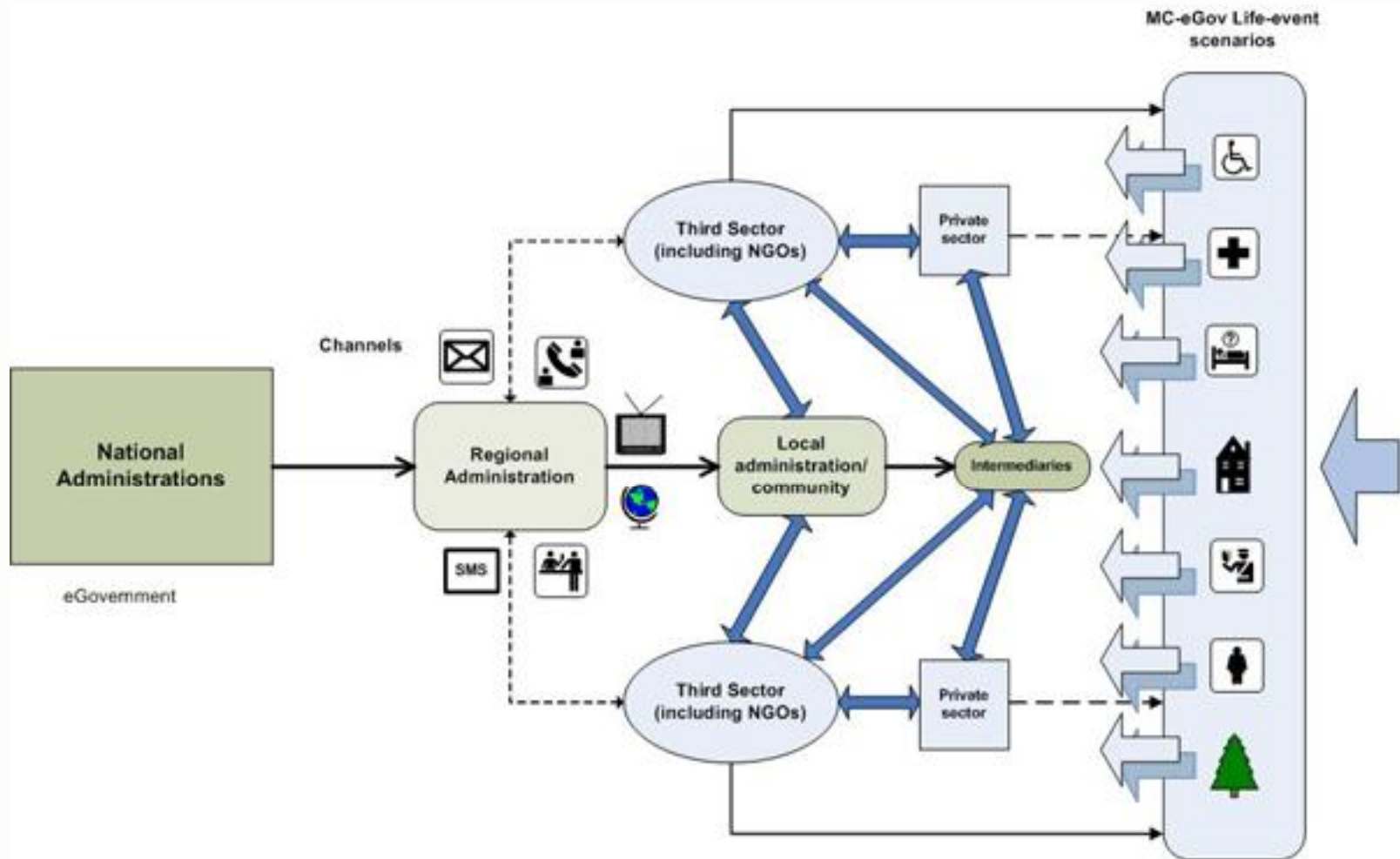
Home Care vs Care Home

- Home Care vs. Care Home, is a cross-agency, and cross-country (BE, UK) perspective including local government, the Health service, and local intermediaries in a UK Local Authority
- The case concerns people who have health problems that lead to social exclusion (e.g. related to age)
- A new front-desk facility uses multi-channel access that allows the intermediaries to construct personalised service packages that meet the needs of individuals
- The basic service value chain becomes a value network through the ability both to overcome health problems, but also to reintegrate into society and work in a sustainable manner

Home Care vs Care Home



Home Care vs Care Home



Home Care vs Care Home

- This case shows almost all possible channels in action:
 - Organisational channels (pathways to care)
 - Electronic channels (communication and data sharing)
 - Human channels (people in contact)
- Inclusive Services are realised by:
 - making services easier to access (for a known group)
 - making access possible in a preferred way (at home)
 - combining organisational efforts into a network (personalised)
 - supporting that network with appropriate channels
- The business model is a “personalised value network”
 - sustainability (organisational) is supported by reduced cost
 - sustainability (organisational) is supported by increased effectiveness
 - sustainability (citizen) is assured by attractiveness and utility, leading to increased value (person, family, value for local society)

Home Care vs Care Home

Public Value

People want to stay independent and active in later life.

Policy makes space for care at home.

Agencies (networks) provide competence and functions (tasks).

ICT allows transformation of service networks into value networks.

Multi-channel delivery is key.



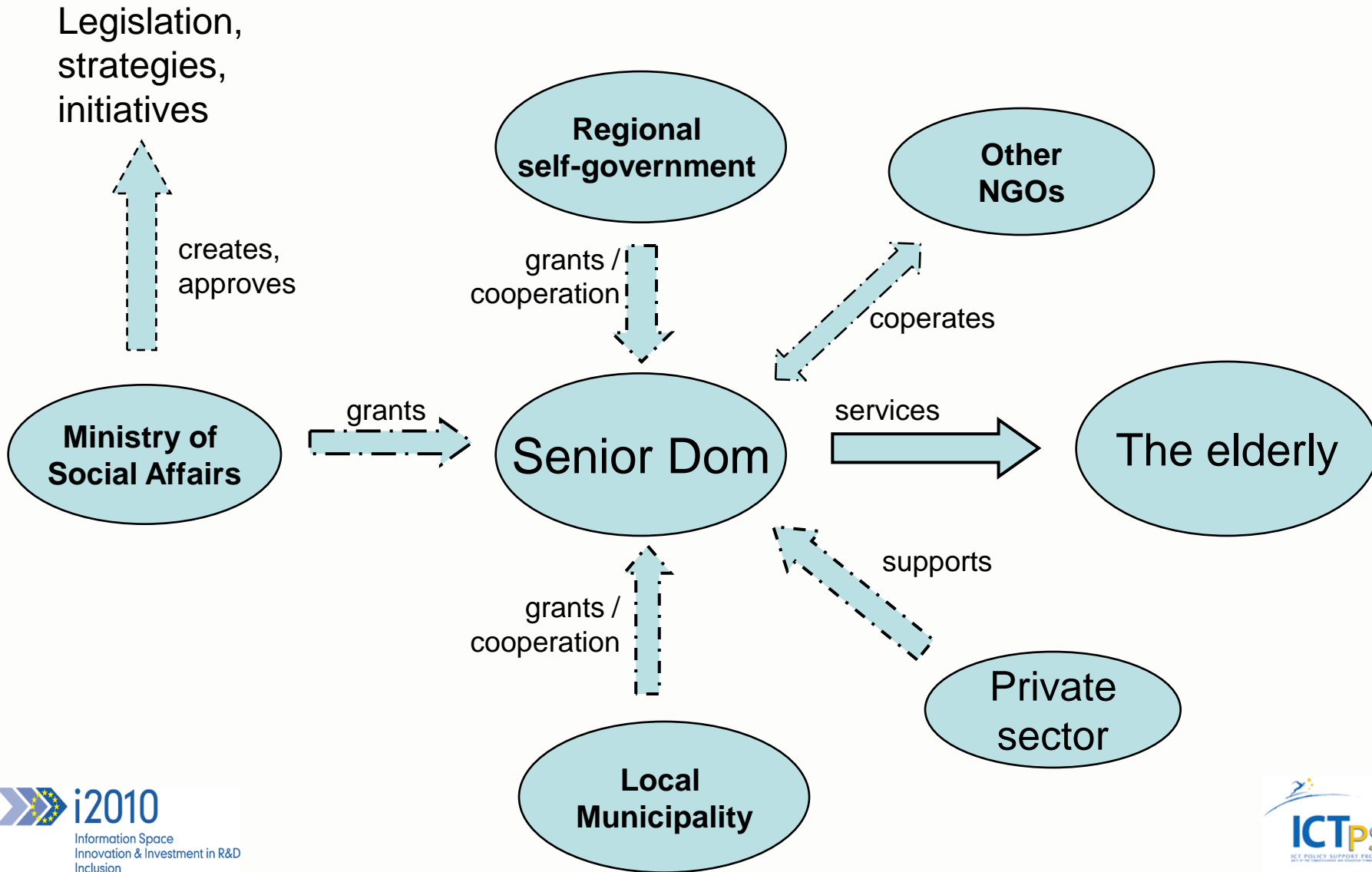
Kortrijk, Belgium

An older person at home who has avoided residential care through support for independence. She is happy, her family are less depended upon, and social costs are reduced.

Internet Tea Room for the Elderly (SK)

- The Senior Dom - a “grass root”, bottom-up initiative
- Target group: age group 65+, suffering by social loneliness, lack of ICT skills
- The aim of the Senior Dom:
 - To create a learning and social environment consisting of like-minded people
 - To improve ICT skills of the elderly
 - To reduce their cognitive and psychological barriers for inclusion into the society
 - To improve access to the Internet (Internet Tea Room)
 - To create an additional communication channel for fulfilment of their personal, intellectual, family and social needs
 - To develop other services to this target group based on the needs identified
- Started by people who themselves experienced that ICT could help them to make their lives richer (“self-identification of needs”)

Internet Tea Room for the Elderly (SK)



Internet Tea Room for the Elderly (SK)

- Multi-channel approach and support of social inclusion
 - ICT (email, Skype) as an **additional** channel for communication with their relatives and peers (supporting/complementing face-to-face communication, but also organisation of social events etc.)
 - Raising ICT skills through supporting their hobby (taking photos, painting, ...) and creation of “communities of interest” around topics of interest
 - Enables and supports also training in cognitive needs (e.g. memory training, foreign language training, ...) and with an objective of leading to self-access of services
 - Not to forget the Financial aspect (important for this target group) – access to the Internet (Internet tea Room), use of Skype for communication, ...

Internet Tea Room for the Elderly (SK)

- Sustainability
 - Financial: 50% from grants and donations, 50% from their activities
 - Organizational:
 - Evolutionary (demand-based) growth (1.0): gradually adding new services, new channels, expanding the target group, and networking (2.0) with NGOs in other cities
 - Needed maturity of: Legislation/policy + Service provider (organisation/Biz model) + **(Service + Comm. channel/ICT) + User group (generating demand, trust ...)**
 - Weakness: “leader-dependent” (training in management needed)
 - Strengths: Initiating similar NGOs on other cities in Slovakia, and Networking with other NGOs to expand the service vision

Internet Tea Room for the Elderly (SK)

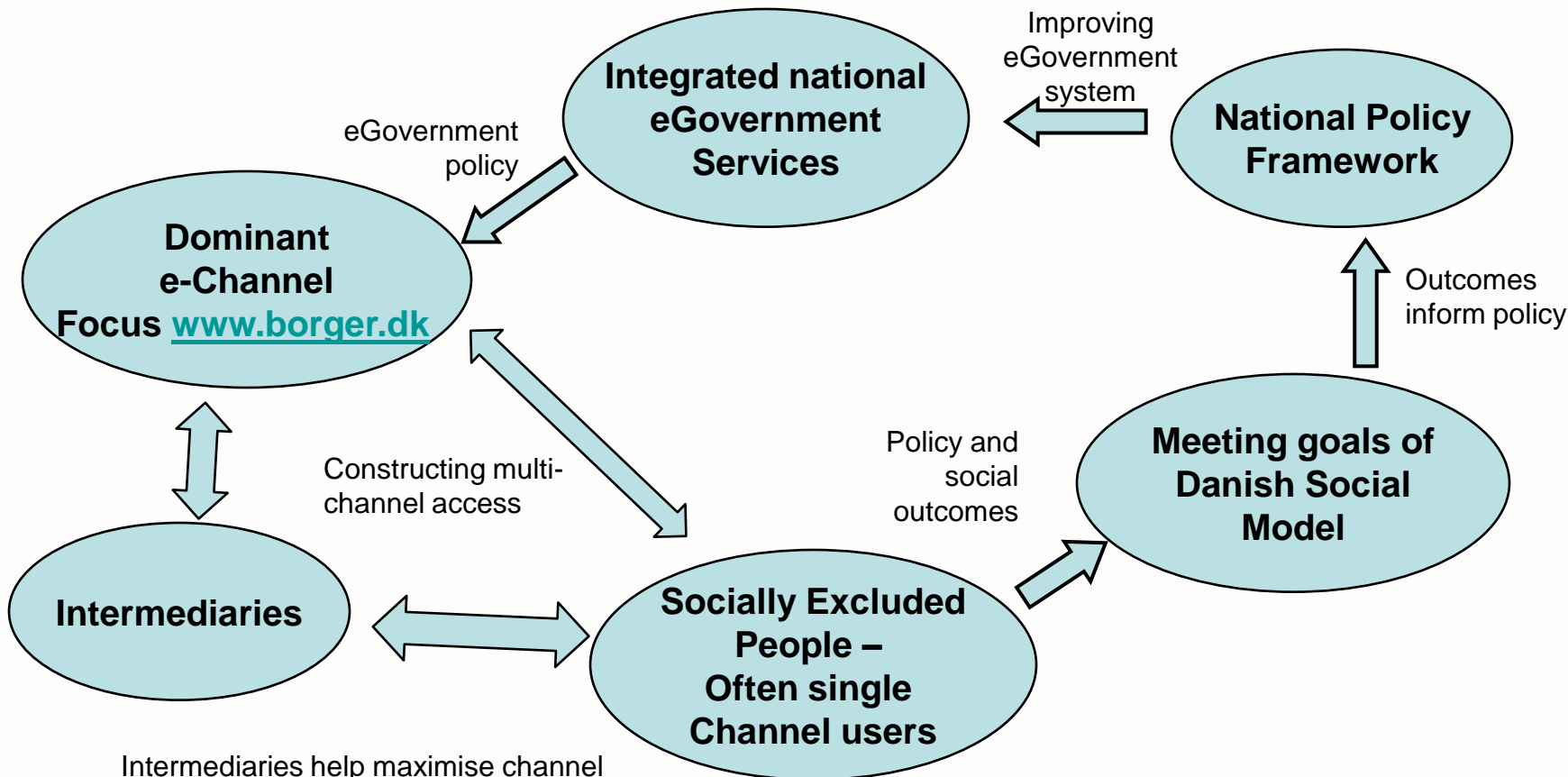
Observations

- Specifics/needs/concerns of the target group (the elderly, 65+):
 - Social isolation, Financial problems, Health problems
 - Showing how society can change the service paradigm from a “passive position” (waiting for help and support from outside)
- The Senior Dom is close to the “end users”, support “self-identification of needs”
- ICT is not **the solution**, but can “facilitate” and enhance the process
- Gradual evolution of the services provided (addressing needs of the target group):
 - Training in basic ICT skills → ICT for communication, then leads to ICT capabilities to access multi-channel services as they are developed - Multi-channel strategy is not developed in general in SK
 - The service competences create new demands, for example for eHealth services (still underdeveloped in SK)
 - Increased competences in key socially excluded groups prepares for new service channels, such as AAL (Ambient Assisted Living) applications
- Help coming from inside the community + Good promotional activities and Networking/Learning from others (e.g. NGOs in the Czech Republic)

Denmark

- Local level service delivery projects show how an advanced eGovernment system, with multi-channel availability, and an expectation that citizens will interact with Government via e-Channels, still needs the strong involvement of third sector and other intermediaries to deliver value to beneficiaries
 - Activities offered to homeless, immigrants and addicts, for example at branches of the *Fountain House*, and via *DanAge* for the elderly, include training in ICT skills which can equip the users to be able to access services through other channels than the physical meeting
 - Those who are capable of currently engaging with the e-channels may be trained to access services via multiple-channels
 - Co-Helper is a pilot project which has been launched at two citizen-service centres in Copenhagen where students have been hired to help citizens navigating the eService portal, and become confident in e-channels

Denmark



Intermediaries help maximise channel access where socially excluded people cannot access e-channels



Denmark

Multi-channel

- The Government expectation that citizens use the sophisticated and integrated eGovernment online services can make it difficult for the most marginalised people to engage with government services

- Intermediaries therefore work with socially excluded people both to link them to services, and also to provide training and support so that as people exit their exclusions they gain the skills and knowledge to interact directly with the online and other services

Denmark

Inclusive eGovernment is embedded into the Danish Social Model

- Sustainability is a national goal in the context of the Government expectation that citizens will move to self-service via the e-channels
- For a marginal investment more people are moved to self-service freeing resources of civil servants to do other tasks
- Cost of services at the point of delivery is covered primarily by the government service providers, but with significant resource contribution from intermediaries

Denmark

Observations

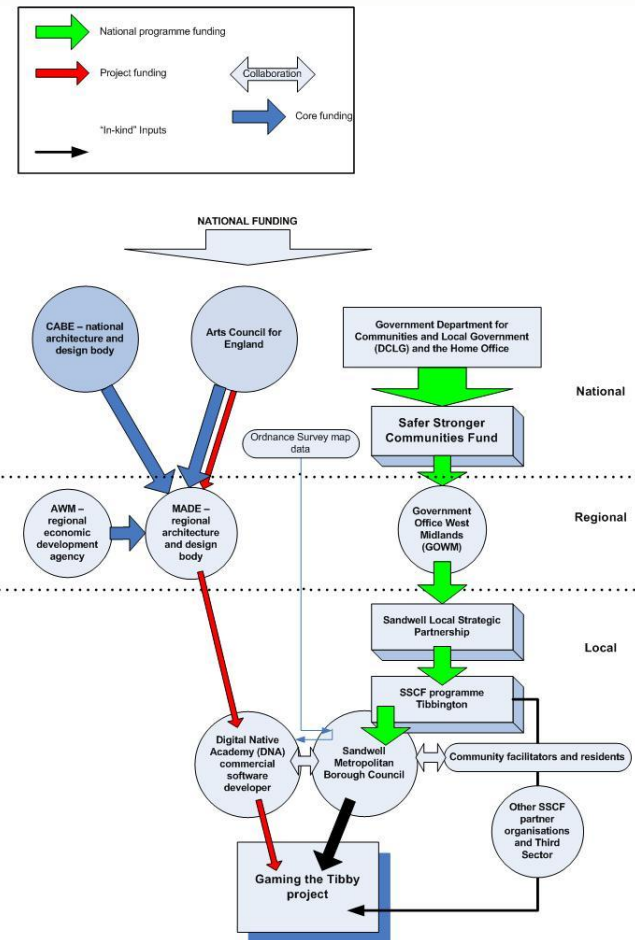
- Even in one of the most intensive and integrated eGovernment landscapes, with national e-ID underpinning joined-up information, the emphasis on e-channels and self-service need to be combined with strong intermediary participation to ensure that socially excluded people are not excluded from the dominant service channel
- The ‘partnership’ between services, channels, and intermediaries is less driven by contracts, and more by the Danish social model, including social capitalism and community participation
 - This is creating a new generation of ‘one-stop’ shops where multi-channel access is the critical network integrator, and training socially excluded people prepares them for the multi-channel future
- But, some sustainable models can be difficult to transfer

Gaming for Service Design (UK)

- The project uses gaming technology, adapted and localised by a private software firm, to facilitate consultation with young people at risk of exclusion on a deprived housing estate in the West Midlands of England
- Uses volunteer intermediaries, recruited from the local population, to engage with residents and encourage them to access public services (especially health, education and housing) that could help them overcome personal and family challenges
- The networks built as a result provide a valuable interface for dialogue and increased participation in service development
- Effectiveness was enhanced by a partnership approach unlocking the resources available through local and regional area-based regeneration initiatives

Gaming for Service Design

- Identifying personal needs is central.
- The various interventions in play (at national, regional and local levels) have conjoined around a particular set of policy issues (marginalised young people) and a specific geographical area (a housing estate).
- The personal need therefore coincides with the multi-level policy need.
- Achieving this goal means combining services, although in this case the platform or mechanism for joint approaches was already in place in the form of the wider regeneration programme.
- The organisational behaviours of the “silo” organisations involved were transformed or modified, at least on the margins, or for those sub-sets of individuals or teams directly involved in delivery.



Gaming for Service Design

- **Multi-channel service delivery:**
 - Innovative use of gaming technology to encourage participation
 - Technology channel opens a new channel of human co-operation
- **Inclusive eGovernment:**
 - Specific intervention targeted hard-to-reach group
 - Integration between service areas: education, health, housing, employment, environment
- **Sustainable business models:**
 - Strong role for intermediaries promotes community ownership
 - Engagement provides opportunities for further service development
 - IT product has potential for market replication

Gaming for Service Design

Public value promoted through:

- Recognising shared interest across policy silos – engaging young people at risk of marginalisation to help them exit exclusion has potential benefits for a range of public policy goals (e.g. educational attainment, reducing deprivation, employment...)
- Establishing a relationship of trust with a local community provides a mechanism for involving residents in service design and delivery, and stimulating creation of value networks
- Demonstrating that residents' views matter and will be taken into account
- Longer-term, integrated approaches have potential to reduce future levels of welfare spending
- Creative use of existing national, regional and local funding, and use of local delivery organisations has achieved positive results for modest amount of additional funding

Summary

- Use bottom-up (grass-root) initiatives for identification of the target group needs
- In case of grass-root initiatives:
 - The local/group social and cultural “Cultural context” is critical, and cannot be replaced simply by technology and channels
 - Evolutionary growth proved to be successful – gradually adding new services, new channels, enlarging the member base
 - Organizational/business models reflects maturity of the organisation and its environment (situational context within which the organisation exists)
- To support these initiatives:
 - Identify existing good practice
 - Support/complement them by (top-down) policies/strategies
 - Support their networking (the value is being multiplied in networks) and provide training (to support Capacity Building)



Sound analysis, inspiring ideas, effective delivery

