

A Framework of **Actions** that have been **observed** across the **Cases** showing the construction of **sustainable public services for socially excluded groups**

OBJECTIVE: Understanding the Complexity of Social Exclusion: Identify Needs and Target Policy on outcomes that overcome social exclusion.	
WHAT THEY DO	KEY IMPACTS
They set clear financial and policy targets, and identify the intended societal and economic outcomes	A more effective achievement of policy goals
Sub-Objective: Identify critically Enabling Policies	
They review the policy landscape, and relate needs for service to identified targets for social inclusion They avoid simply using ICTs and eGovernment to deliver disjointed services to socially excluded people	Public services focus on problems (e.g. homelessness) rather than tasks (e.g. housing), and which focus on outcomes (public value, social cohesion) rather than performance (achieving delivery targets etc.)
Sub-Objective: Evidence-based decision-making	
They ensure that decision-making exists at the levels where there is the best knowledge about the complex service needs of socially excluded groups They build societal trust and confidence in the activities through all stakeholders participating in the service development, and being involved in the governance of the service projects	A more coherent local targeting of services to the needs of those who are socially excluded An environment of 'shared ownership' where socially excluded people become partners in projects to overcome their exclusions, rather than being recipients of public services

OBJECTIVE: Identify and Construct Service Propositions targeted to Social Inclusion Objectives. Shape Services, for example through Transformed Organisations and Back-Office Re-Engineering	
WHAT THEY DO	KEY IMPACTS
They focus the services fully onto user needs when events occur, rather than after a process of application event when events have occurred	Avoids cycles of exclusion where problems become more severe due to uneven and non-timely provision of services for socially excluded people
Sub-Objective: Determine the best Organisational Structure for Socially Inclusive Service Delivery	
Where necessary they restructure organisations to achieve joined-up service delivery and informational efficiency	Faster and more accurate information exchange between organisations, a clearer policy focus, and improvements in the quality and consistency of information related to complex social exclusion needs of individuals
Sub-Objective: Introduce Organisational Flexibility	
They develop processes and procedures which allow social exclusion problems to be shared across organisational boundaries	A shared-service environment where organisations work together across government and non-government boundaries to focus on integrated service delivery

OBJECTIVE: Achieve Service Integration and Efficiency, through the Deployment of Suitable eGovernment strategies, such as eID, Interoperability, Information Sharing	
WHAT THEY DO	KEY IMPACTS
They develop a consistent and coherent information landscape within which the complete needs of socially excluded people can be clearly identified, and can be linked rapidly to service provision	Significant cost-savings in information management, minimising the time between service needs occurring and the provision of services
Sub-Objective: Effective Identity Management	
They utilise effective identity management (e.g. eID) to enable real-time linkage of information about complex social inclusion needs,	Avoiding costly data errors where inconsistent identity data occurs across service domains Proactive identification of beneficiary needs
Sub-Objective: Effective Information Exchange	
They avoid the costs of developing new and large ICT systems, for example by developing a secure IT solution that interoperate or interchange information between individual service databases They ensure that information is provided electronically and rapidly through the simplification of forms, capturing information once only, focusing only on key common shared information, so as to reduce duplication of data and resulting errors They develop privacy and data protection mechanisms which create an atmosphere of citizen trust relating to information sharing and integration	A secure and trusted environment within which non-government actors can work effectively with government to build service portfolios for socially excluded people Cost-effective mechanisms to link across service information domains Removal of delays associated with checking all the necessary data to determine the services needed by individuals

OBJECTIVE: Increase Front-Office Flexibility and Capacity by building and exploiting Resource Partnerships with Intermediaries, Stakeholders and Beneficiaries	
WHAT THEY DO	KEY IMPACTS
They identify the relative roles of Regional and Local Government, Third and Private Sectors, and other actors in delivering the services	A locally-focused partnership for public service delivery that can work effectively with government in achieving policy targets for social inclusion
Sub-Objective: Improve Front-Line service delivery focus on Beneficiaries	
They develop inter-organisational strategies that enable service silos to 'work together' with non-government actors in ways that empower the actors to deliver services efficiently	All actors in a delivery chain understand their roles and their responsibilities in the service delivery chain towards the beneficiaries
Sub-Objective: Improve Service Cost-Effectiveness	
They use competition in the private sector to deliver services more cost-effectively, and to utilise service partnerships where the private sector can provide resources at free/low cost	Cost-savings and efficiency gains through the benefits of competition, and from the benefits that can be obtained through gaining access to private-sector infrastructure
Sub-Objective: Encourage beneficiary-involvement in overcoming Exclusions	
They make the socially excluded people part of their service framework, and help them take ownership of the services and the consequences of receiving the services They enable socially excluded groups to identify their service needs and improve their competencies in accessing and benefiting from the services.	A much clearer focus on the outcomes of exclusion rather than just receiving service interventions Self-determination in overcoming social exclusion
Sub-Objective: Maximise partnerships with Actors who Add Value	
They utilise the knowledge of all actors (e.g. NGOs and Third Sector) about sectoral and local needs of socially excluded people, and benefit from the significant extra resource available from these actors	Provides a trusted and knowledgeable intermediary landscape at the local and sector (e.g. immigrant groups) levels where socially excluded people can work together with people who 'champion' their needs independently to service providers
Sub-Objective: Facilitate a Governance Network through clear Procedures and Contracts	

They formalise the roles and relationships of the actors, so that their actions are coherently focused on achieving the outcomes for beneficiaries	A robust partnership where all actors are focused on the mutual goal of achieving outcomes from social exclusions
Sub-Objective: Facilitate Multi-Channel Competences in Service Delivery Actors	
They use training and related support activities to ensure that the actors are all competent in their use of multi-channel strategies for service-delivery	Avoids the existence of 'weak links' in the service delivery chain where some actors are not fully aware of the service landscape that may be available for socially excluded people
Sub-Objective: Build flexible Resources for the Services	
They determine flexible resource mechanisms such as user fees, extra service capacity from intermediaries, and private sector infrastructure contributions	Resources are better matched to service needs

OBJECTIVE: Construct Relevant Service Portfolios by Utilising Multi-Channels that allow Service Providers, Intermediaries and Beneficiaries to combine Service Benefits to meet Multiple Needs	
WHAT THEY DO	KEY IMPACTS
They maximise the accessibility of services through channels that are relevant to socially excluded people, either directly or via mediators	Ensures that services are both available, and are fully accessible, to socially excluded people
Sub-Objective: Facilitate best use of Human Channels	
They identify and support contexts where human and non-ICT channels are familiar and relevant for socially excluded people	Allows ICT channels to be both built alongside familiar channels, and to be mediated by service partners (NGOs, Third Sector etc.)
Sub-Objective: Ensure best use of ICT Channels	
They identify and build on the value of ICTs to help to overcome barriers for socially excluded people when they interact with organisations They use electronic channels to overcome problems of physical distance and access, and allow intermediaries to work with beneficiaries in delivering integrated services at the point of need	Maximising service availability for socially excluded people at the point of need, rather than at the point of administrative control
Sub-Objective: Identifying and Using Emerging Channels	
They look ahead to channels and channel solutions that can deliver value to socially excluded people, for example where particular ICT innovations can focus on overcoming particular exclusion characteristics such as poor language or literacy skills	Socially excluded people are engaged in the construction of channels which can deliver them additional value Socially excluded people benefit from timely and appropriate adoption of new and useful channels

OBJECTIVE: Communicate Value and Demonstrate that Services lead to Sustainable Outcomes, including Social Cohesion and Participation, Economic Effectiveness, Value-for-money	
WHAT THEY DO	KEY IMPACTS
They show clearly that the delivery of the services is delivering economic outcomes (for example social cost-benefit), are financially sustainable (value-chains), and are socially sustainable (value networks)	Demonstrates to society as a whole that the expensive and complex services for socially excluded people deliver both financial and wider benefits to society as a whole
Sub-Objective: Determine Benefits of Services and Associated Costs	
They demonstrate that the services are being delivered in a financially robust manner, and that the services result in benefits and/or direct cost savings when compared to previous service portfolios They demonstrate, even when it is not possible to relate robust financial estimates to service outcomes, that there is an overall benefit to society	Maintains an important focus on the effectiveness of resource usage
Sub-Objective: Identify Value Chains	
They show that the resources are linked to desired outcomes through identifiable benefits along the delivery chain	Reducing administrative burden on actors in the service network; Improved, or real-time information quality through coordinated information update, with a reduction in administrative time linking beneficiary information; Savings in administrative staff checking eligibility for services; Beneficiaries being able to focus their activities on overcoming exclusions
Sub-Objective: Identify Value Networks	
They identify the value contributions of service network actors and match these to explicit needs in the beneficiary groups and the service network operation. They show that a set of actions (for example the interaction of several organisations and actors) is resulting in public value outcomes that are related to the policy goals for social inclusion They show that the beneficiaries of the services have matched their	Demonstrating to civil society that services not only deliver value to socially excluded people, but that the service outcomes deliver value to everyone.

rights to receive services with their obligations to society	
Sub-Objective: Formally Assess and Communicate Societal Value	
They understand how the services are delivering value to the beneficiaries, and how the public (society) perceive the value of the services in the context of social cohesion They deploy suitable actions and instruments such as Surveys, Focus Groups etc.	Clear and reliable assessments of service effectiveness and value Allows the actors in the delivery chain to understand where, and how, services and service provision might be improved