

Kent Connects - A Partnership Success Story

Case Study - Building Customer Intelligence

At A Glance:

Project

Common Customer Insight Tool
(Experian Mosaic)

Implementation Partners

Kent Connects partners, Kent Gateway Programme Board plus four French local authorities from Pas-de-Calais

Key Challenges

Developing customer intelligence to inform decisions about the location, scope and delivery of Gateway and outreach services. Shifting take-up of services to the most convenient and cost-effective channels and increasing customer satisfaction.

Solution and Services

Tailoring of Experian's data-classification system (Mosaic) to analyse resident data at postcode level and develop 'pen portraits' of Kent's population to support service planning. Sharing the €4.45 million costs between 50% Interreg funding and the partners plus £59K from Kent Connects.

Implementation Highlights

Local services are being tailored and integrated according to comprehensive, reliable, up-to-date information on the needs of local customers.

Key Benefits

- Increased satisfaction derived from more representative and responsive services
- Significant efficiency gains as resources are better targeted
- Increased use of telephone and web channels
- Collaboration to understand 'shared' customers' needs
- Over 100 spin-off projects

Future Development

A web-based multimedia guide to improve staff access to information, helping them design and provide better services.

"This is the largest UK public sector partnership to adopt Mosaic and our programme has successfully focused on improving services and customer satisfaction."

*Jane Kendal, Head of Service,
Gateway, Kent County Council*

Shaping the Kent Gateway Programme

Since 2005, Kent Gateway has been a model for delivering more accessible, joined-up and customer-led public services. Gateway facilities have opened in various high street locations in Kent, with additional mobile Gateway services providing outreach to hard-to-reach rural and urban communities.

Success of the Kent Gateway Programme – with the direct involvement of key statutory agencies and more than 40 voluntary sector partners – has been built upon a clear understanding of who existing and potential service users are, which services residents most frequently rely on, where residents currently access services and how they are most likely to access such services in the future. The primary challenge, however, has been obtaining and managing reliable sources of comprehensive, up-to-date customer data to inform this understanding.

Shared investment meant each partner could benefit from a higher specification for less cost. Having a standard solution simplifies the joining up of ICT and public services.

"The pressure on public sector resources has led us and our partners to be more creative. This cross-border initiative has brought a new, more tailored and targeted approach with the result that we can now achieve more for less."

*Alex King, MBE, Member for Tunbridge Wells
Rural, Deputy Leader, Kent County Council*

Private Sector Tools

The answer lay in adapting trusted private sector market research techniques to meet the requirements of the public sector partners. Specifically, the global information services company, Experian, offered its Mosaic tool with additional modules designed to meet the objectives of the project and the Kent Connects partnership. Mosaic is a data-classification system designed to profile the characteristics of the UK population.

Pen Portraits

For the Kent Gateway programme, Mosaic was used to draw together quantitative and qualitative customer insight data from various surveys, studies and transactions. This was analysed to segment Kent's households, developing 'pen portraits' of each group including prevailing age groups, household size, employment, ethnicity, housing, health, finances, aspirations, and so on. Thirteen groups were agreed and mapped by postcode to indicate the location of larger than average clusters.

The profiles inform the location of Gateway projects and choice of agencies: using a matrix, the pen portraits were plotted against current service take-up to highlight the location and groups of residents most and least likely to use particular services. This overview then forms the basis for planning local service delivery arrangements and communications strategies.

Realising the Advantages

A key aim of Kent Gateway is to deliver high-quality customer experiences through all service channels, with an objective to improve access and take-up via web and phone. The pen portraits indicate which households are most likely to take up new channels, helping partners design and target electronic services.

Another advantage is the single view of all customer data. As a 'live' document, data sets are constantly updated and each partner can access its own profiled data as well as that of others, encouraging the ongoing sharing of ideas and initiatives.

Technology Partnership

Kent Connects' involvement arose when the Kent Gateway Programme Delivery Board approached it to act as the partnership vehicle for the project. Its track record in joint technology initiatives meant it already had the infrastructure and skills in place to support efficient delivery and shared learning.

Gateway and Beyond

There are now over a hundred initiatives utilising Mosaic, many directly related to achieving customer service improvements. These include the expansion of a chargeable green waste collection service through analysis of potential subscribers (Thanet), increasing the number of online applications for resident parking permits (Tunbridge Wells), mapping theatre users to inform a new marketing plan (Canterbury), and identifying vulnerable clients within social housing to target and improve engagement activities (Gravesham).

The number of partners has also expanded and as well as Kent Connects also includes Kent Primary Care Trusts.

Kent Connects is an award-winning partnership of all the Kent and Medway authorities, Kent Fire & Rescue Service and Kent Police, a powerful alliance of public service providers. Together we tackle the technological barriers to the joining up and sharing of public services. We do this through co-ordinated research and development, commissioning and procurement and networking and training events. We also provide a number of partnership services.

Further Information:

For more information about the Mosaic project, please email peter.brook@kent.gov.uk.

To find out more about the work of Kent Connects, please email the Kent Connects Partnership Office at enquire@kentconnects.gov.uk.

"The strong relationship with the Kent partners has pushed Pas-de-Calais's strategy forward on joined-up services and channel access policies. In particular, it has led to the creation of the first rural Gateway and the implementation of a new mobility centre."

Nicolas Rossignol,
Forecasts and Partnerships Director,
Conseil Général du Pas-de-Calais



"The Mosaic project helped us choose Sheerness as a location for Gateway: we found a high concentration of residents who preferred face-to-face service provision and had a high demand for a variety of public services. It also helped us decide what services to offer."

Dave Thomas, Head of Commissioning
and Customer Contact, Swale Borough Council