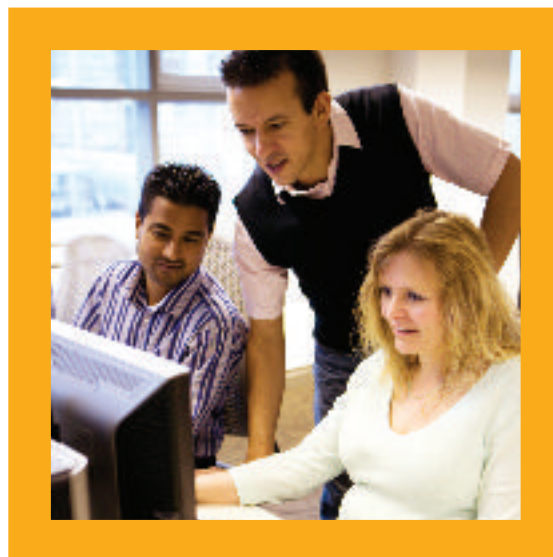


Maximise your Return on Investment

with a single record solution from Capita **One**





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We recognise that now, more than ever, delivering the same for less and maximising Return on Investment is at the top of local authorities' agendas.

However, cutting staff and funding may reduce the ability to intervene earlier and, whilst delivering savings in the short term, could ultimately result in worse outcomes for children and greater cost to authorities and other agencies further down the line.

When it comes to Children's Services, it's vital to focus on how information held by local authorities can be made available across different teams. The wide range of solutions from Capita can support authorities through this challenging period. **One B2B:Student**, for example, enables the drawing of data directly from SIMS through a secure electronic transfer. This streamlined administration process generates significant time and cost savings.

One Admissions & Transfers Online simplifies the process of applying for school places for parents and reduces the administrative demands on authority staff. In 2011 all offers to online applications can be made electronically without the need to send the same information on paper. Based on just 50% of **One** LAs adopting this process, total cost savings could equate to **£67,000** – an average of £1,150 per authority.

The Return on Investment examples highlighted in this document do not constitute an exhaustive list. The illustrations shown are examples from a wide range of authorities of varying sizes which we will be reviewing and updating on a regular basis. You may have experienced different levels of savings in your authority, you may also have identified alternative cost saving opportunities. If so, please contact us at **one@capita-cs.co.uk** to share your experiences.

Please see additional examples in this brochure of how the suite of **One** products are already helping you to achieve significant cost and efficiency savings, as well as delivering improved outcomes.

Full details can also be found by visiting **www.capita-cs.co.uk/OneROI**

Managing School Places

Admissions & Transfers

One Admissions & Transfers turns the complex annual challenge of finding places for children in one of their preferred schools into a simpler process that is both fair and easier to administer.

Key benefits:

- **Greater accuracy:** The child and school information on applications can be matched with existing information held in **One**, eliminating the need to re-enter data and minimising the risk of error
- **Improved efficiency:** Applications are automatically matched to available places. Waiting lists are generated and made simpler to manage, and the processing of appeals against school place allocations is quicker
- **Integrated system:** Data from electronic applications does not have to be re-entered as it is either cross-checked and matched with existing information, or added as new. The whole process ensures full compliance with government requirements

ROI for Admissions & Transfers has been calculated using the following example:

North Somerset Council (cohort 2,200) was able to reduce staff by 1 based on the following data entry activity:

It takes between 5 and 10 minutes to enter an application manually.

Therefore it would take 1 member of staff 2 months to enter 2,000 applications.

Time savings have also been made in opening the post due to the considerable reduction in applications received, which used to take one person half a day to process at the busiest times.

Some time is now spent on importing online applications and clearing suspense, however this only takes around one week p.a. for one member of staff.

Total potential savings = £15,000

Savings are based on an average staff salary. Additional time savings can be achieved through improved efficiency, due to automated offer processing, as above.

Admissions & Transfers Online

One Admissions & Transfers Online makes the process of applying for school places more accessible and convenient for parents, while simultaneously delivering greater efficiencies by reducing the administrative demands on authority staff.

Key benefits:

- **More accessible:** Parents with an email address and internet enabled PC can apply for a school place whenever and wherever they like. Parents have the ability to save and edit the application prior to the closure date so they can make a more informed application
- **Fewer interruptions:** Improved communications to parents minimise interruptions to staff. Parents receive email confirmation on receipt of an application by the LA, email notification once their child has been offered a place and can view the offer online
- **Regulatory compliance:** The software complies with statutory requirements and has built in flexibility to be tailored to the more specific needs of local authorities

ROI for A&T Online has been calculated using the following examples:

- A reduction in paper printed to support the application process. Booklets and application forms need not be sent to everyone, however a letter with UID can save the LA time matching and importing new students from online applications
- In 2011 all offers to online applications could be made electronically only. At an average of 50% across all **One** LAs the saving in time, effort and money would equal **£67,000** (an average of £1,150 per authority)
- The savings rise further in 2012 when the target for Online applications increases to over 80%; using the Capita **One** solution supports progress towards this target through use of **One** Online for schools and Community Support Workers
- Plans to integrate 'searching for schools via a map' using the same solution as the 'back office' would ensure a) parents see the same data as the LA and b) any challenges to that distance data could be made earlier reducing potential
- Developments in v4 will ensure authorities receive less calls for support, particularly in the area of school searching

Total potential savings = £67,000, across 50% of One authorities

Population Forecasting

One Population Forecasting reduces the time spent gathering, inputting and analysing data, and the resources required to do it. This enables authorities to make more informed and faster decisions about school places reviews, building programmes, closures and mergers.

Key benefits:

- **Simpler processes:** The most current and historic numbers on school roll information can be quickly and efficiently combined with imported data from the local health authority, to highlight trends and identify likely future demand for school places
- **Greater accuracy:** Re-using information already held on the **One** database, and directly importing data from other systems, eliminates the need to enter information from multiple sources and reduces the risk of error and inaccuracy
- **Better decisions:** The ability to accurately predict school place numbers and analyse trends means decisions on investment in school building programmes, and new building and remodelling in the primary sector can be made with greater confidence

The ROI for Population Forecasting has been calculated based on the following assumptions:

1. Utilises data collected in School Census/PLASC returns so no need to re-enter this data. Time saving = 3 hours per school - based on 120 schools and an hourly rate of £10, **total cost savings = £3,600 p.a.**
2. Integration with GIS removes the need for manual mapping of catchment areas. Time saving = 30 minutes per school – Based on 120 schools and an hourly rate of £10, **total cost savings = £600 p.a.**
3. Automatically calculates migrations and transfers using existing data within **One**. Reduces the time and cost of producing this information. Time saving = 1 hour per school

Based on 120 schools and an hourly rate of £10, **total cost savings = £1,200 p.a.**

Total potential savings = £5,400

Home-to-School Transport

Transport

One Transport transforms the considerable administrative challenge of managing the home-to-school transport requirements of local students into an efficient and simple process.

Key benefits:

- **Reliable accuracy:** Provides access to all the information needed for home-to-school transport in one place. Automatically calculates home-to-school transport eligibility taking government criteria into account
- **Automated processes:** Reduces staff workload and generates further significant cost and time savings by linking with **One** Route Optimisation
- **Improved services:** Any changes in the qualifications and details of drivers or escorts, or the special transport needs of a student can be immediately changed in the system to ensure the highest provision of service at all times

ROI can be achieved in the following ways:

1. Batch generation of eligibility assessments. Links to Admissions to add further value. Contract management savings using IT. Issuing passes using existing information.
2. When linked to GIS and Grants and Benefits for free school meal data, calculation for eligibility for home-to-school transport automatically includes extended criteria, where appropriate.

Route Optimisation

One Route Optimisation maximises the use of vehicles and delivers better value for money in home-to-school transport. It reduces the time spent on a bus for students and secures the most appropriate mix of students with special transport needs.

Key benefits:

- **Simpler management:** Quicker and easier optimisation of home-to-school transport requirements for statutory eligible students as well as those stated or with special transport needs
- **Improved service:** More efficient route planning results in shorter journey times, less congestion at the school gates and reduced carbon emissions
- **Reduced costs:** By maximising the use of vehicles, better value for money is delivered and, in one authority, a 12% annual saving on the special needs transport budget has been achieved. As well as transport costs, other significant savings can be realised through reduction in planning time and fuel consumption

ROI has been calculated based on the following examples from Cardiff County Council, which has achieved the following savings by using SEN Vehicle Management software:

£400,000 saved against a total special needs transport budget of £3.2million

- Significantly reduced carbon emissions – routes reduced by 1,200 miles per day
- Children spend less time in transit – the average journey reduced from 14 to 12 miles
- Less congestion on school sites as 40 fewer vehicles are required
- Shorter contract planning time – halved from four months to two months

Total potential savings = £400,000

Geographic Information Systems

One Geographic Information Systems (GIS) saves time, increases consistency and provides greater clarity in measuring home-to-school distances and allocating school places or the provision of school transport.

Key benefits:

- **Increase efficiency:** Measurements and routing can be delivered more quickly and efficiently with a higher degree of accuracy and consistency
- **Save time, increase consistency and provide greater clarity:** Home-to-school distances can be measured instantly in **One** GIS, eliminating the need for staff to do this manually and freeing them up to carry out more important tasks
- **Clearer communication:** By integrating with RouteFinder and external GIS, data within **One** can be extracted to provide visually engaging and informative maps that inform decisions on entitlement to support, as well as to display information geographically, such as incidences of truancy, which can help explain particular trends or patterns

ROI for GIS has been calculated based on the following assumptions:

1. Time and effort savings when doing single assessments:
 - To do a single calculation with map and string – 1 minute of constant human input.
 - To do a single calculation with a trundle wheel – anything up to half a day depending on locations of home and school.
 - To do a single calculation with GIS 15-20 seconds.
2. Time taken to do 30 single assessments:
 - Map and string – 30 minutes; Trundle wheel – 15 days; GIS – 10 minutes
3. Time and effort savings using bulk calculations for a transfer group of 4,000:
 - 1,200 individual calculations with map and string = 60 hours minimum of constant human input.
 - To do 120 individual calculations with a trundle wheel = about 60 days
 - To do a bulk assessment with GIS for all 4,000 children: 2-3 hours with very little human intervention.

Create Home-to-School Transport Assessment	
Single assessment:	
Single manual assessment using trundle wheel and walking the route in hours	3
Average cost of staff to perform assessment per hour	£ 10
Total cost of a single manual assessment	£ 30
Single assessment using One Transport takes 1 minute	
Cost of single assessment using One Transport	£ 0.17
Mass assessments:	
Number of children eligible	4,000
Of which 1,200 require individual assessments due to LA boundaries	1,200
Individual assessments for 1, 200 children manual cost	£ 36,000
Mass assessment using One Transport with 4,000 children in hours	2
Cost of mass assessment using One Transport	£ 0.85
Total Saving using One Transport	£ 35,999

Total potential savings = £36,000

One Core Record

Personnel

One Personnel is a dedicated HR module within **One** enabling authorities to maintain a complete record of employees' (teaching, non-teaching and supply teaching) pay and allowances; synchronised directly with school management information systems. This information shared internally within **One** and externally with schools provides a quicker, simpler and more accurate level of HR support compared to the authorities' generalist HR system.

Key benefits:

- **Reduces complexity:** The challenges of managing large numbers of staff working across wide geographical areas under a variety of terms and conditions are simplified, utilising pre-defined contract templates and dedicated school related terms and conditions functions within the **One Personnel** module interface
- **Maintains accuracy:** Data on new or existing employees can be instantly and securely transferred to and from school systems and **One Personnel** via **One B2B:Personnel**. This direct link to school systems automates many of the processes involved in managing employee records, resulting in key information and contracts being kept up-to-date more easily within the authority
- **Boosts efficiency:** The processing and submission of statutory returns can be generated quickly by instantly drawing the required data from dedicated functions within **One Personnel** and freeing LA Personnel staff from time-consuming data matching, imports/exports

ROI can be achieved through the automated HR support available from One Personnel, which eradicates the need for manual updates to employee data using generalist HR systems.

- With over 90 data items exchanged bi-directionally with school systems automatically in real-time utilising **One B2B:Personnel**, the equivalent level of service is estimated to be 1 administrative member of staff per 1,000 teaching and non-teaching staff. With the average authority employing 4,663 (713,560 staff, 153 local authorities) teaching and non-teaching staff, this represents an average **total saving of 4.5 admin staff, equal to £76,500 p.a.**
- B2B:Personnel example on p10 illustrates a single data item (absenteeism) equating to £17,472

Total potential savings = £76,500

Bases

Processes across the **One** product suite, such as those relating to Admissions & Transfers, Training, Governors, Personnel or Transport, are supported by **One** Bases, which provides a single, accurate source of information that is used by multiple staff on multiple tasks.

Key benefits:

- **Boosts efficiency:** Eliminates need for staff in multiple teams to maintain numerous databases
- **Reliable accuracy:** Access to a single comprehensive view of core data for all 'bases' staff across the authority
- **Increased access:** Immediate access to information from any internet-enabled PC

The following ROI example assesses the impact of the base information not being available in a central area of the One suite. The ROI has been calculated based on a set of assumptions from a typical authority. These may vary depending on the size of your LA:

1. A school receives 300 enquiries per year from parents about term dates and dates closed. There are 120 schools in the LA and each enquiry takes 2 minutes to deal with. This information can be directly fed to the LA website from Bases therefore reducing the number of enquiries by 85%, a time saving per school of 8.5hrs or a cost saving for the LA of **£11,716** per year.
2. Throughout the **One** system Base information is linked to a large number of records. Typically an authority has 120 bases and 5,000 new records are created p.a. If it takes approx 2 minutes to manually type the base name onto each record, a time saving of approx 50% can be achieved by holding the information centrally. This equates to a time saving of approx 83 hours p.a. and a salary saving of approx **£1,238** a year.
3. Information on the term dates for the school is used to calculate the number of days a child is excluded. Assuming that the authority has 120 schools and that each school has on average 20 exclusions per year and manual calculation takes 5 minutes per exclusion. By holding the information in Bases this can be reduced by 95%, as the calculation is automatic, this can result in a time saving of 190 hours p.a. and a salary saving of approx **£2,824** a year.

Total potential savings = £15,778

Training Manager and Training Manager Online

One Training Manager and Training Manager Online help ensure that investment in training is delivered with greater efficiency, effectiveness and value for money.

Key benefits:

- **Boosts efficiency:** Information on courses, candidates and schools is automatically drawn from **One**, so staff do not have to re-enter data. The software also automatically generates letters and emails confirming bookings, alerting candidates to changes or distributing course information
- **24-7 access and booking:** Allows candidates to search for and book any course over the internet using a Discrimination Disability Act Level AA compliant system. **One** Online allows school administrative staff to book and approve courses for their staff, as well as checking applications. Booking is a simple and intuitive process and the details are instantly captured and stored within **One**
- **Demonstrates value:** Financial management is made simpler as business, service and training units can set up their own fees and charges. Using powerful data analysis, outgoings can be more closely monitored, allowing more effective budget planning

LAs have achieved ROI through the use of **One** Training Manager, by improving efficiency and reducing costs relating to the management and administration of course bookings. Individual training records can be sent at the touch of a button, providing quick access to a full record of a person's training. Authorities have reported that since the introduction of Training Manager, the number of courses a single team member can administer has significantly increased.

Governors and Governors Online

One Governors enables more efficient processes to be adopted by clerks and governor support teams, as well as providing governors with a greater degree of flexibility to access the information they need, when they need it.

Key benefits:

- **Increased efficiency:** Administrative improvement, such as task timelines, gives governors a more responsive and timely support service. With an internet-enabled PC, clerks can manage their own workload and carry out some of their duties remotely
- **Greater accessibility:** Accurate and timely information about the governing body can be more easily accessed, reducing the administrative burden on support teams. Individual governors can be given online access to a handbook of relevant documentation maintained by the clerk to the governing body
- **Improved quality:** The complete record of appointed school governors can be easily maintained, including courses they have attended, CRB and other checks, allowing them to be responsive and productive in helping their schools

The ROI for Governors has been calculated based on the following assumptions:

Providing an authority's administration staff with the ability to share documents and information online could reduce the number of mailings by up to 75% per governing body p.a. Assuming 12 Governors per board and 100 boards with 40 mailings p.a, costs will total £12,000 p.a. (@25p per letter). With **One** Govenors LAs can realise **total savings of £9,000 p.a. per 100 boards**. In addition, there are savings in administration staff costs and collateral production.

Total potential savings = £9,000 p.a. per 100 Governing Bodies

Wider Information Sharing

B2B:Personnel

One B2B:Personnel provides secure access to all teaching and non-teaching staff, ensuring any changes to staff detail are immediately reflected in both LA and school information management systems.

Key benefits:

- **Greater efficiency:** Access to school staff records via a timely and accurate electronic system
- **Improved accuracy:** Any changes to personnel details are instantly reflected on staff records
- **Easier compliance:** Assists with compliance to EU and UK legislation around the retention of personnel records

The ROI for B2B:Personnel assesses the impact of replacing the manual process of data transfer with an automated solution and has been calculated based on the following assumptions:

A school has on average 50 employees and 45% have an absence at some point in the year. Assuming the time taken to process these manually is 15 minutes for schools and 10 minutes for LAs, schools and LAs can achieve an 80% time saving, totaling 1,850 hours p.a. for LAs and 5 hours p.a. per school. This equates to a total cost saving of £7,135 p.a. for LAs and £10,337 p.a. for schools across the authority (£51.69 per school).

Total potential savings = £17,472

B2B:Student

The primary role of **One B2B:Student** is to eliminate the need to re-enter pupil information by drawing it directly from SIMS through a secure electronic transfer ensuring that authority staff and multi-agency partners have access to the very latest, accurate information.

Key benefits:

- **Streamlined administration:** Generating considerable time savings and minimising errors
- **Comprehensive picture:** Immediate access to timely and accurate data for all professionals
- **Timely interventions:** Real-time accurate data shared securely between schools, enabling professionals to respond more effectively to the needs of children

The ROI for B2B:Student has been calculated based on the following assumptions for a small authority:

1. Without B2B:Student, the authority would need 2.5 FTE dealing with student data to keep a high level of accuracy of data. With B2B:Student they have 0.4 FTE to do the same process, which is a saving of £32,550 p.a. based on an average salary of £15,500.
2. Without B2B:Student, a school would spend 10 hours per week providing data to the LA. With B2B:Student they would realise savings of £4,054 per school. Assuming an average salary of £15,000 and a total of 37 schools in the authority, this would result in a total saving of £150,000 p.a.

Total potential savings = £182,550

One Application Programming Interfaces (APIs)

One APIs provide better integration, enhanced security and wider use of data across authorities and multi-agency partnerships, contributing to improved incomes for children and their families.

Key benefits:

- **More efficient processes:** The need to maintain different systems and databases is eradicated. The reduction in the time staff spend on re-entering data and resolving inaccuracies in information, enables more efficient allocation of resources
- **Integrated systems:** By creating a standard connection between systems, based on industry standard web services, real time information on children can be accessed and shared securely with professionals
- **Driving down costs:** Reduces development costs as alternatives such as custom programming, robotics or screen-scraping can be eliminated

Social Care and Support

Integrated Children's System

One Integrated Children's System provides a vital safeguard to protect the most vulnerable children and ensure those at greatest risk receive timely and appropriate support. It helps authorities minimise the risk of failing to give children the support they need, when they need it.

Key benefits:

- **Efficient practices:** Pre-populated data saves time and eliminates the need to re-enter data across multiple systems, reducing the risk of error. Information from other modules – SEN, CSS, eCAF and Exclusions – is updated once in the system to inform all relevant departments
- **Bigger picture:** Linking information from social care and education records delivers timely and more detailed information with which social work practitioners can identify more obvious clues to determine the appropriate level of services and support required to support a child and family
- **Enhanced security:** Shared tools and access controls ensure that sensitive information is only available to approved users. Audit trails track who has been involved in a case and the social care obligations of LAs can be more easily met, including compliance with Phase 1B of the DCSF requirement for an Integrated Children's System (ICS)

The ROI for ICS has been calculated based on the following assumptions:

1. Person Details. When a contact is made 80% of child information will already be contained within **One**. Based on 80% of 16,170 contacts = 12,936. It takes roughly 15 minutes to complete a Person Details form, saving 66 days p.a. which equates to £6,875
2. Relationships. **One** ICS speeds you through the process of creating relationships and applying forms to multiple siblings. On average the number of children in a family referred to social care is expected to be 4 making the total group 5 children requiring records.
3. Contact team time savings. Cloning and matching currently takes 30 seconds per record and on the basis of 4 records being cloned, SWPs will save 2 minutes per record. For 12,936 records this equates to a saving of 62 days p.a. or **£6,416** for the Contact Team alone (Figure would be higher across all social care departments)

4. Creating a Group once at the point of contact rather than having to search each time will mean 2 minutes is saved per search. If an average child has 25 forms completed during the episode (assumed to be 3 years), not having to search for the other children each time will save 50 minutes for 5 children. If 400 case notes are then added over a 3 year period, an additional 800 minutes is saved per group. 2400 groups at a combined saving of 850 minutes equates to 47 days saved per year or **£4,916** per year.

Total potential savings = £18,207

Grants and Benefits

One Grants and Benefits enables authorities to spend less time on administration and management and get financial help more quickly to where it's needed most.

Key benefits:

- **More responsive:** Quicker processing of administrative tasks ensures that applications for financial support can be progressed smoothly and more efficiently
- **Quicker processing:** Individual claims, such as those for free school meals or clothing vouchers, can be entered against existing child and family information held in **One**, so processes are more efficient and the duplication of effort eliminated
- **Flexible and secure:** Claims can be arranged for one-off payments or for support to be provided over a set period of time. Establishing end dates and review periods ensures grants are not paid beyond approved dates

The ROI for Grants and Benefits has been calculated based on the following assumptions:

Providing authorities a direct link to the Eligibility Checking Service (ECS) can save authorities 2-3 administration staff managing Free School Meal administration. This is achieved by removing the need to evaluate parent documentation replaced by an automated back office process. Based on an average salary of £17,000, total potential savings of £51,000 can be achieved.

Total potential savings = £51,000

Involvements with Children

Children's Support Services (CSS)

One CSS provides a comprehensive, case management tool for practitioners enabling them to view a detailed picture of every child.

Key benefits:

- **More accessible:** Practitioners with authorised access can view a child's contact details and more detailed information, such as their attendance, and the involvements of other services. Details of any support provided to the child, can be recorded, viewed and shared more easily
- **More accurate:** Details of telephone calls, letters, faxes and emails can be recorded and practitioners can record and store details of their work through an internet-enabled PC or laptop. An adaptable case timeline tracks individual involvements and guides practitioners through the next steps to take with each child
- **More responsive:** Reduced administrative burdens on staff help drive greater productivity. Access to more detailed analysis enables staff to take a more proactive approach in determining where resources are likely to be needed most

The ROI for CSS has been calculated based on the following assumptions:

1. Sharing a single core child record instead of replicating the core information across multiple independent databases and spreadsheets saves staff an estimated 5 minutes adding each child to the local system. In an authority with 2,000 new involvements a year, this represents a saving of 167 hours. Assuming an average salary of £10,000 for an admin officer this equates to a saving of **£1,200 p.a.**
2. A further saving arises from the cost of managing and supporting the independent databases and spreadsheets, particularly if an IT professional is responsible for these.
3. Caseworkers visiting a school to work with children can save time if they already have the latest information about the children they are working with.
4. Assuming that each day, each caseworker saves 30 minutes at the start of their visit by having accessed this data from home on the previous evening, a team of 7 caseworkers each making 180 visits a year will save 630 hours. Assuming a caseworker salary of £25,000 salary, this will **save a total of £9,000 p.a.**

Total potential savings = £10,200

Special Educational Needs (SEN)

One SEN minimises administration, reducing associated time and costs to more efficiently meet statutory responsibilities and provide consistently high quality SEN services.

Key benefits:

- **Efficiency gains:** Adaptable case timelines help users prioritise tasks and manage their workload efficiently, through the automatic generation of key documentation, including letters to parents, schools and SEN professionals
- **Simpler financial management:** The complexity of financial management is simplified with access to comprehensive individual records, detailing the support and associated cost provided to a child or school
- **Improved SEN services:** Accurate, timely data can be swiftly extracted to fulfil a wide range of statutory return commitments. Availability of detailed reports and analysis helps drive improvement in the provision of learning support for pupils

The ROI for SEN has been calculated based on the following assumptions:

1. Automated letter generation means that the time taken to produce and log the letters required for a typical assessment is greatly reduced. Assuming that, on average, each assessment requires 15 letters, with a saving of 5 minutes a letter and 250 new assessments a year, this saves 125 hours a year. Based on an average salary of £10,000 for an admin officer this equates to a saving of **£1,560 per annum**.
2. The information about students under assessment is in an excel spreadsheet maintained specifically to produce this SEN 2 return.
3. There are 40 questions in SEN 2. Assuming 15 minutes to manipulate the spreadsheet to calculate each question, this would require 10 hours of officer time at a cost of £180 based on a £25,000 salary. To maintain the sheet, assuming 2,000 students at 5 minutes to check and update each record, this requires 167 hours of administrative officer time; based on a £10,000 salary this equates to a **further saving of £833**.

Total potential savings = £2,393

Attendance

One Attendance delivers a complete picture on attendance allowing resources to be targeted more effectively on truancy and support to be more appropriately focused, where it's needed most.

Key benefits:

- **Automated processes:** Attendance information from SIMS or other compatible school management information systems is automatically uploaded, using B2B:Student into **One Attendance**
- **Detailed analysis:** Easy access to complex reports enables staff to identify non-attendance patterns. Comparisons can be made between schools and the effectiveness of anti-truancy initiatives can be monitored, strengthening a partnership approach between schools and authorities in addressing attendance issues
- **Earlier warnings:** Local authority staff can be alerted to unauthorised absences, enabling them to take prompt action and to maximise their chances of reducing truancy through earlier intervention

The ROI for Attendance has been calculated based on the following assumptions:

Example 1

Attendance - time saved through access to current information	
If child record shows child is excluded or off sick, caseworker will not make visit	
Total time spent per school visit in hours	1
Cost of caseworker's time per visit	£14.88
Number of unnecessary visits saved per year per caseworker	36
Total time saved per annum per caseworker	£536
Total annual savings for 7 caseworkers	£3,749.76

Example 2

Attendance – admin time saved phoning schools to check that children are attending	
Minutes taken to make and log each call	5
Number of schools to be contacted	20
Time taken each day in minutes	100
Time taken each year in hours	333
Cost of administrative staff per hour	£9
Total annual savings	£3,000

Total potential savings = £6,750

Exclusions

One Exclusions reduces the management complexity and administrative burden of exclusions and provides an efficient way to support ongoing education.

Key benefits:

- **Simpler processes:** Detailed information on exclusions can be instantly transferred from a school's SIMS system into **One Exclusions**, reducing the time spent on administration
- **Easier monitoring:** Provides access to a child's complete exclusion record. Action taken by practitioners to reintegrate a pupil into the classroom can be recorded and shared
- **Effective financial management:** Data can be easily extracted from the system to provide evidence to Ofsted inspectors, demonstrating the value for money achieved in supporting excluded pupils

The ROI for Exclusions has been calculated based on the following assumptions:

Compared to working with a separate database for monitoring exclusions, administrative staff will need to enter details of 2,000 exclusions p.a. into a spreadsheet. Assuming 2 minutes per record, this will take 66 hours. Assuming a cost of £9 per hour for administrative staff, this gives a saving of £600.

Total potential savings = £600

Children in Employment

One Children in Employment is the easiest way to hold employers to account and monitor the impact of working on pupil performance, providing better support to maintain their attendance and assessment results.

Key benefits:

- **Reduces administration:** Access information about the child directly from **One**, reducing the need to re-enter data and minimising the risk of errors. Work permits are created, including an up-to-date photograph of the child to aid identification
- **Meets legislative obligations:** A child's working hours are automatically checked to ensure they are within current statutory guidelines. Employers can be closely monitored to ensure they are following current legislation
- **Protects education:** Instant access to a child's employment record, enabling authorities to check the impact of their employment against their attendance record

ROI for **One Children in Employment** can be achieved by significantly reducing the administrative burden for LA staff through access to existing child data from the wider **One** system. The provision of a reporting solution, providing a cut of data if a group of children has poor attendance or attainment, enables efficient tracking and monitoring of the effect of employment.

Children in Entertainment

One Children in Entertainment saves time and minimises the risk of error, whilst more effectively safeguarding and supporting children and enabling more informed statutory licensing decisions to be made.

Key benefits:

- **Faster processes:** Licence applications can be processed more quickly. The system provides a comprehensive record of an event, including details of the venue, time, duration of rehearsals and performances
- **Better decisions:** Information on pantomimes, stage shows, films and inspection visits can be stored and accessed, enabling more informed decisions to be made on the statutory licensing of public performances involving children
- **More effective monitoring:** Ability to track the involvement of children in shows to assess any impact on their attendance or performance at school. Provision of an early warning so any concerns can be quickly addressed and appropriate support put in place

The ROI for One Children in Entertainment can be achieved by significantly reducing staff administration time by minimising the re-entry of child data. In addition, staff can quickly and easily access key data, including details on chaperones, references, disclosure checks and interview notes, saving considerable time searching disparate sources of information.

Hearing Impairment/Visual Impairment (HIVI)

One HIVI delivers quicker and easier access to information on children with sensory impairments, which can be shared across teams to monitor support and maximise the potential in every student.

Key benefits:

- **Greater accuracy:** Quick and easy access to accurate, detailed information on a child's sensory difficulties, to maximise learning opportunities and raise achievement
- **Real-time monitoring:** Ability to view up-to-date sensory assessments based on the most recent test results. The sensory impairment can be monitored against historical data to ensure that the child continues to receive the right services and support
- **Easier inventory management:** Specialist equipment, either loaned or provided to individual pupils and schools is recorded, including full details of testing and maintenance history

The ROI for HIVI has been calculated based on the following assumptions:

Compared to working with a separate database, sensory support service administrative staff will not need to maintain core student data for students with sensory impairment. If it takes 5 minutes to add/update a child's record and the service is working with 400 children, this will save 33 hours of administrative time. Assuming a cost of £9 per hour for administrative staff, this gives a saving of £300.

Total potential savings = £300

Music Tuition

One Music Tuition generates significant time savings on meeting the administration and financial management challenges of providing music tuition.

Key benefits:

- **Simpler administration:** Information on pupils and schools, ensembles membership, grades achieved in music and details of how lessons are being paid for can all be recorded and stored in one system
- **Easier financial management:** The complexity of managing financial aspects of music tuition, such as ensemble membership, instrument hire and tuition payments, is made simpler and quicker
- **Quicker reporting:** All details concerning instruments, including purchasing costs, loans and information on repairs, can be recorded. Instruments on loan to schools or individuals can be recorded and tracked. The DCSF Music Survey can be more easily completed and reporting tools help demonstrate the value added by music tuition to a child's education

The ROI for Music Tuition has been calculated based on the following assumptions:

1. Generation of invoices. Assuming 4,000 children receive music tuition, if the usage information were held in spreadsheets instead of **One** and the sponsor addresses were held in a mailing list, based on each invoice taking 2 minutes to produce, the overall time taken to produce invoices would be 133 hours. In **One**, invoices are generated at the touch of a button, so assuming a salary for the admin officer of £10,000, this gives a **saving of £666 per term or £2,000 p.a.**
2. Further savings arise from composite invoices where a parent is paying for several services for one child or for siblings. If 10% of invoices cover multiple services, this can save 400 invoices, **saving £160 in postage alone, per term or £480 p.a.**

Total potential savings = £2,480

Early Years

Early Years

One Early Years provides easier access to more timely information enabling authorities to reduce the complexity and challenges faced in delivering effective Early Years provision.

Key benefits:

- **Reduce administration:** Information on children only needs to be entered once, removing duplication and reducing the risk of error
- **Comprehensive picture:** The database holds details of all types of Early Years provision
- **Increase responsiveness:** Improved management of enquiries to Children's Services departments. Child level data and census information can be accessed quickly and returns generated at the touch of a button

The ROI for Early Years has been calculated based on the following assumptions:

1. Members of the LA Early Years team are responsible for ensuring that the free entitlement funding available to support families is correctly distributed to the day care providers. Automating this process will typically save at least 0.5 hours per provider, per payment type, per term. This means 3 payment calculations per term, per provider. With an average of 300 providers per authority, the LA will need to perform this each term. Assuming an average salary of £25,000 p.a. and a 35 hour working week, this equates to 1,350 hours p.a. or 193 days (assuming 219 days as a working year). Estimated savings for this activity equate to **£22,033 p.a.**
2. Early Years teams are required to maintain up-to-date accurate records as part of their statutory duty to generate an Early Years Census annually. By automating the generation of census files, each provider saves approximately 3.5 hours. At an average salary of £25,000 p.a. and assuming a 35 hour working week, completion of the census for 300 providers would mean a saving of 1,050 hours / 150 days or **£17,124 p.a.**
3. The LA Early Years team also have a statutory duty to monitor the level and quality of day care provision across the LA as well as the volume, quality, qualifications and development of the Early Years workforce. Holding this data centrally could save 0.5 hour per provider, per term for the 3 terms on data maintenance alone. Performing specific monitoring and analysis from this central source also saves practitioners on average 1 hour per provider, per term. Together this makes a time-saving of 1,350 hours. Assuming an average salary of £25,000 p.a. and a 35 hour working week, this equates to a **saving of £22,033 p.a.**

Total potential savings = £61,190

Early Years FID (PKHD)

One Parent Know How Directory Interface provides a one-stop shop for a comprehensive and accurate picture for every provider which improves the communication and meets additional Government requirements.

Key benefits:

- **Integrated information:** Data held in the **One** Early Years, eStart and Extended Services can be transferred to the PKHD database, eliminating the need to support an additional system
- **Improve enquiry management:** By covering all types of provision enquiry, a more efficient system is created to manage enquiries for information
- **Increase efficiency:** The software provides a convenient, easy to use, access to a range of information on provision and on working in the Early Years sector. Local data is automatically fed in the national PKHD, reducing the risk of error or inaccuracy

The ROI for PKHD has been calculated based on the following assumptions:

1. Under section 12 of the Childcare Act 2006, the LA FIS team have a duty to maintain an accurate and detailed record on each Early Years Provider and feed this data up to the national Family Information Directory. Collating and publishing the data within **One** enables records to be updated and uploaded at once, saving up to 3 hours per provider p.a. In addition, by using the **One** FID product in combination with **One** Early Years, the FIS team has access to data already entered in the system and doesn't have to re-enter this manually. This is likely to save up to 2 hours per provider, p.a., totalling 1,500 hours that LAs can deploy elsewhere. This equates to 214 days or **£24,430** that can be saved.
2. Authorities are also required to operate a comprehensive enquiries and brokerage service to the public to advise them on appropriate local childcare and ancillary services. Offering this service from a standalone system would require manual re-keying of data from across the authority, significantly increasing an advisor's workload. Access to the **One** FID software means the FIS team do not have to re-enter this data manually, saving up to 2 hours per provider over the year. Automatic collation of information is likely to save over 15 minutes per enquiry. Assuming a typical LA handles 200 enquiries per month, the potential saving for this activity totals 600 hours. This is doubled when the time for not having to re-key data is included. Assuming a salary of £15,000 pa, this equates to a saving of 171 days or **£11,712**.

Total potential savings = £36,142

eStart

One eStart helps authorities develop a greater understanding of local needs and target resources more appropriately to deliver more sustainable services, through accessing and sharing core information with multi-agency teams.

Key benefits

- **Provides significant time and cost savings:** Automatic processes, such as entering information about children and transferring authorised payments, removes unnecessary administration and improves accuracy
- **Increased responsiveness:** Specific groups can be targeted, providing them with key messages about services that are appropriate to them, ensuring better participation rates and increased sustainability of services

The ROI for eStart has been calculated based on the following assumptions:

1. Children's Centres are required to keep accurate records of children, young people and families attending services and activities at their location. An average LA will have 30 Children's Centres, each catering for around 750 families. If the centres each performed their administration on standalone systems or spreadsheets, the time to register a family at each setting would take 20 minutes. Using eStart, the family is registered once and data can then be pulled into that centre's records by searching the database. This process takes less than 10 seconds, saving administrators 1,500 hours or 214 days a year. Assuming an average salary of £15,000, this activity **saves £14,658**.
2. Many Children's Centre managers don't have the necessary expertise to produce the relevant data to support their decisions on future funding and fulfil their quarterly reporting requirements. Access to over 80 ready-made reports enables LAs to run multiple scenarios using different parameter filters, saving them on average 3 hours per report. Based on 30 Children's Centres, an annual saving of 2,400 hours or 343 days would be achieved. Given an average annual salary of £30,000, this equates to an overall **saving of £46,986**.
3. Access to data and a wide range of standard statistical reports held in one place will save the LA monitoring and evaluation team considerable time. Typically, undertaking analysis on an individual provider may take a whole day, via eStart this can be produced in less than 30 minutes, saving 6.5 hours per setting. Assuming 30 settings and the requirement to perform this analysis 4 times a year, this saves 780 hours p.a. In addition, the quarterly LA-wide analysis could be completed in 1 day, saving 4 days, at least 4 times a year. The LA monitoring and evaluation team could therefore save 892 hours or 127 days to further assist settings and reallocate their time more effectively. Assuming an annual salary of £30,000, an overall **saving of £17,397** could be achieved.

Total potential savings = £79,041

Cost Effectiveness

Individual Children's Centre Managers and LA Monitoring and Evaluation Officers have a responsibility to constantly re-evaluate their propositions and to actively demonstrate value for money in the services that are commissioned and delivered across the year. Being able to correctly identify the true unit cost of a specific service and to calculate the cost per head and the relative cost effectiveness of each service can take weeks to achieve. Entering all this cost information into a central repository which is directly linked to all the services being provided can turn this activity into a simple set of steps.

An average authority may have 30 Children's Centres with around 30 distinct, tailored and unique services p.a. as well as offering a core of common services. Automating the calculations associated with deriving the unit cost and the cost effectiveness of just those unique services will save a minimum of 1 hour per service, making a total saving of 900 hours or 129 days. At an average salary of £30,000 pa, this equates to a **saving of £17,671**.

Total potential savings = £17,671

eNurseries

One eNurseries is a simple, efficient way to maintain, monitor and manage nursery provision, dramatically easing the burden of administration for nurseries and authorities.

Key benefits:

- **Staff optimisation:** Highlights time periods where staffing numbers are above or below the levels required for the number of children, helping to maximise potential income
- **Easier management:** Automatic calculation of session fees and generation of invoices provide local authorities and nurseries with an accurate financial picture and supports the management of late payments and aged debts to improve the sustainability of the setting/s
- **One touch invoicing:** **One eNurseries** reduces the biggest burden to nurseries around invoicing applying automatic NEG calculations and providing flexibility around billing periods and it provides a clear and accurate audit trail of invoices and payments

The ROI for eNurseries has been calculated based on the following example:

The example is based on time saved over a 1 month period by a nursery in Salford:

NEG calculations, tracking and recovery of aged debts, invoicing parents, adding extras and invoice queries takes 57.25 hours per month.

Population of child and family data takes 4 hours per month.

Calculations are based on a nursery manager carrying out the work, earning a salary of £23,000 p.a.

Over a 1 year period this equates to 735 hours (or 2 days per week) that can potentially be saved p.a. or that for every £1.28 spent on purchasing the product in the first year, 1 hour will be saved.

Total potential savings = £10,062

Integrated Youth Support Services

One Integrated Youth Support Services provides access to a complete picture of a young person to both Youth Services and Connexions teams. It helps to provide the greatest support to those with the greatest need, which is critical in ensuring 14-19 year olds get the right skills and qualifications to help them reach their full potential.

Key benefits:

- **Improves support:** Immediate access to relevant, accurate data via **One** central system eradicates the need to re-enter data and reduce the risk of errors
- **Early intervention:** Profiling NEETs and identifying those in need of early intervention, reducing long-term costs
- **Efficient allocation of resources:** Allows staff to spend more time with young people to assist with their development and make a positive impact on their lives

The ROI for IYSS has been evidenced as follows:

- Providing Connexions Personal Advisors and Youth Workers access to core **One** data within the IYSS child record can save staff a minimum of 5 minutes per client case. The alternative would be to make telephone calls or view alternative systems for this information. Assuming 6 cases per day per PA, and 100 Personal Advisors within the authority, 240 working days per annum would equate to a time saving of equivalent of 6.25 PAs. Assuming an average salary of £24,000 per PA this equates to a **saving of £150,000 p.a.**

Total potential savings = £150,000

Reporting and Business Intelligence

PRIME BI

One Prime BI harnesses the data held within the **One** database, providing quicker analysis and faster answers when and where you need them, turning information into valuable business intelligence.

Key benefits:

- **Bespoke system:** The software has been designed with an innate understanding of the needs of childcare professionals and the importance of delivering timely, accurate and actionable analysis
- **Accessible and timely:** Built on familiar Microsoft technologies, reports can be created, saved, edited and run by individual users from their desktop, without the need to constantly refer to data analysts or technical specialists
- **Greater insight:** A wider range of more comprehensive analysis provides the ability to closely monitor what is happening throughout the organisation. Users can drill down to understand the root causes and take immediate action to target resources appropriately

The ROI for PRIME has been calculated based on the following assumptions:

The time required to produce complex reports using cube data is significantly reduced compared to producing reports with traditional methods. Currently we only have anecdotal evidence but report writers have commented that the time required is 50-70% less using cubes. The anticipated saving for users to produce their own ad hoc reports using a simple wizard and report model reduces the burden on Report Writing Teams = **£8,333 p.a.**

Total potential savings = £8,333

PULSE

One Pulse is the simplest, quickest way to gather assessment data from schools and target greater achievement.

Key benefits:

- **Sharper analysis:** Trends can be identified earlier and comparisons made of performance against authority targets. National benchmarks can be analysed and reports generated instantly
- **Improved targeting:** Analysis of past performance helps to set realistic and challenging learning targets, helping to raise student attainment
- **Sharing best practice:** Improves communication, sharing of data and successful strategies between schools and authorities

The ROI for PULSE has been calculated based on the following assumptions:

The ability to import data electronically rather than by manual entry reduces the time spent on administration. The total cost of £83,333 based on 50,000 data changes means a **total saving of £83,325** based on a total cost of just £8.33 for electronically processing the same number of records.

Total potential savings = £83,325

Education Plan Monitoring (EPM)

EPM provides a more detailed picture of the support and services being provided to schools so that their impact, effectiveness and value for money can be seen quickly and easily.

Key benefits:

- **Comprehensive assessments:** Simplify the recording and monitoring of progress against the Children and Young People's Plans. Target support and services where they are needed and build a knowledge base with which to build best practice
- **Clearer priorities:** Records areas for development within schools to facilitate more targeted allocation of resources
- **Improved efficiency:** Details of assessments can be recorded by authority staff either in the office or off-site. Appointments can be made and support time allocated to schools direct from practitioners' diaries, workloads can be managed more effectively and financial management becomes a simpler, more efficient process

The ROI for EPM has been calculated based on the following assumptions:

Web based site bookings and the ability to attach reports can replace paper based processes. Feedback from East Riding of Yorkshire Council reveals a **saving of £14,000 p.a.** using EPM over the previous paper based process. This is based on 7,040 reports per year at a cost of £2 each for printing and postage.

Total potential savings = £14,000

Web Address Validation (WAV)

School administrators can use WAV to search the **One** database when adding a new address record to a child in SIMS. This reduces the time spent checking address validity at the LA, either through discussion with the parent or by using the Royal Mail address checking process.

The ROI example has been calculated based on the following assumptions:

1. The use of the **One**/SIMS WAV system helps to reduce the amount of time taken to change address records in SIMS by 70%. If we assume that without this process it takes 5 minutes per address to check that it is valid and correct and that there are 200 address records per year to check; WAV would result in a time saving of 12 hours p.a. per school. If we assume that there are 100 schools in the authority this is a time saving of 1,200 hours per authority p.a., or a salary saving of **£26,801** across the authority assuming a school salary of £17,000.
2. The use of WAV by SIMS schools will help to reduce the number of B2B:Student suspense records for address changes by 70%. Assuming that 200 students go into suspense per year per school (average) and that there are 100 schools this is 20,000 records in suspense per year taking 2 minutes to process. Assuming an average salary of £20,000 this is a saving of **£5,333 p.a.**, 13 weeks or 66 days (assuming a 52 week working year).

As WAV is provided free, this has an ROI over three years, the total savings assume an element of training/ services cost in year one.

Total potential savings = £32,134



Contact Us

Email us at

One@capita-cs.co.uk

or visit us at

www.capita-cs.co.uk/OneROI

CAPITA
CHILDREN'S SERVICES

Capita Children's Services, Franklin Court,
Priory Business Park, Cardington, Bedford, MK44 3JZ
Tel: 01234 838080 Fax: 01234 832036

