
Consulting

Delivering the vision

An e-government point of view

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This point of view presents Deloitte's latest thinking on how local authorities can deliver their e-government and customer service agendas. The analysis is based on our practical experience of working with a range of public sector organisations in the UK and beyond. Our intention is to inform and stimulate your thinking; to continue the process please contact any of the following:

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Introduction

The customer services revolution in the private sector has created a level of expectation in the public sector unparalleled in its history. This has combined with a desire within the public sector to reassess the way services are delivered and managed. Variousy described as Modernisation or Transformation, and informed by the opportunities that e-government can bring, authorities have defined alternative approaches to service delivery.

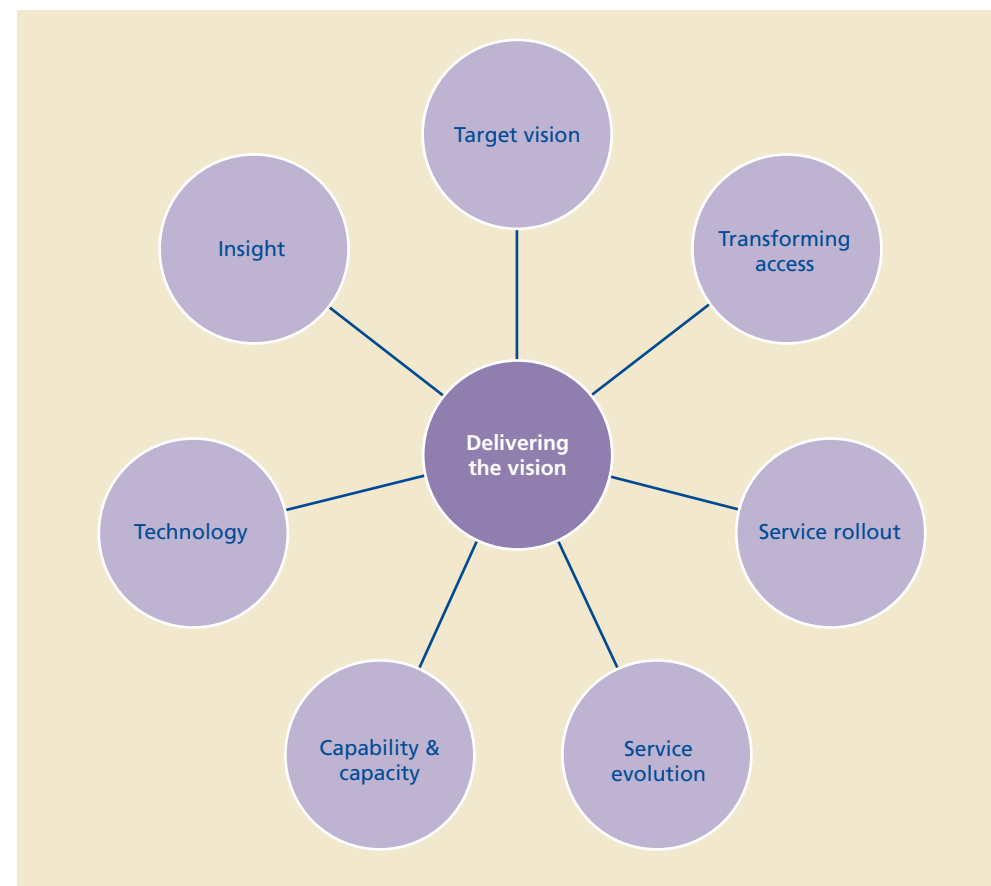
Even allowing for local differences, Deloitte has observed a fairly consistent core vision developing, best summarised as “Building Access to Better Services”. This vision demands enhanced customer access channels to a transformed service delivery organisation.

In 2001 Deloitte published “Creating the Vision” to assist local authorities in constructing their visions. Now that this strategy work is largely complete, we have turned our attention to delivery. “Delivering the Vision” explains how an authority can turn the vision of Building Access to Better Services into reality.

This document begins by summarising the **Target Vision** for a typical authority and examines the key themes essential for successful delivery:

- **Transforming Access** describes the phased approach the authority will use to migrate to its new access channels.
- **Service Rollout** illustrates how the authority will gradually enhance service delivery capability across the new access channels.
- **Service Evolution** explains how services will transition from the as-is state into the future vision of multiple access channels delivering a wide range of services to a significant depth of provision.
- **Capability and Capacity** discusses the skills an authority must bring to bear in delivering the vision.
- **Technology** summarises the key concepts surrounding the enabling technologies that support the vision.

We conclude by sharing some of the insights Deloitte has developed in working with authorities to transform their organisation and deliver the vision.



The Target Vision

To deliver the Vision an authority must design its operations with the customer at the centre of service provision. Customers typically fall into three major groupings, residents, businesses and visitors. Authorities must evaluate their differing requirements for access to services. Across all these groupings individuals will have different access preferences depending on their requirements for speed, need for personal contact and ability to travel to an authority's premises. Access routes typically consolidate into:

- telephone (whether via a contact centre, reception or direct line);
- self service (typically electronically aided e.g. via a kiosk or website);
- face to face (via a multi-service 'one-stop shop' or a service specific reception point); and
- outreach (e.g. a representative of the authority visiting the customer in their home).

The organisation is designed around a front and back office split. The front office handles initial customer contact, resolving as many enquiries as possible at the first point of contact. Where specialist input is required the enquiry is routed to the relevant back office for resolution. Typically, an appropriately skilled front office can target resolving 70-90% of enquiries at first point of contact.



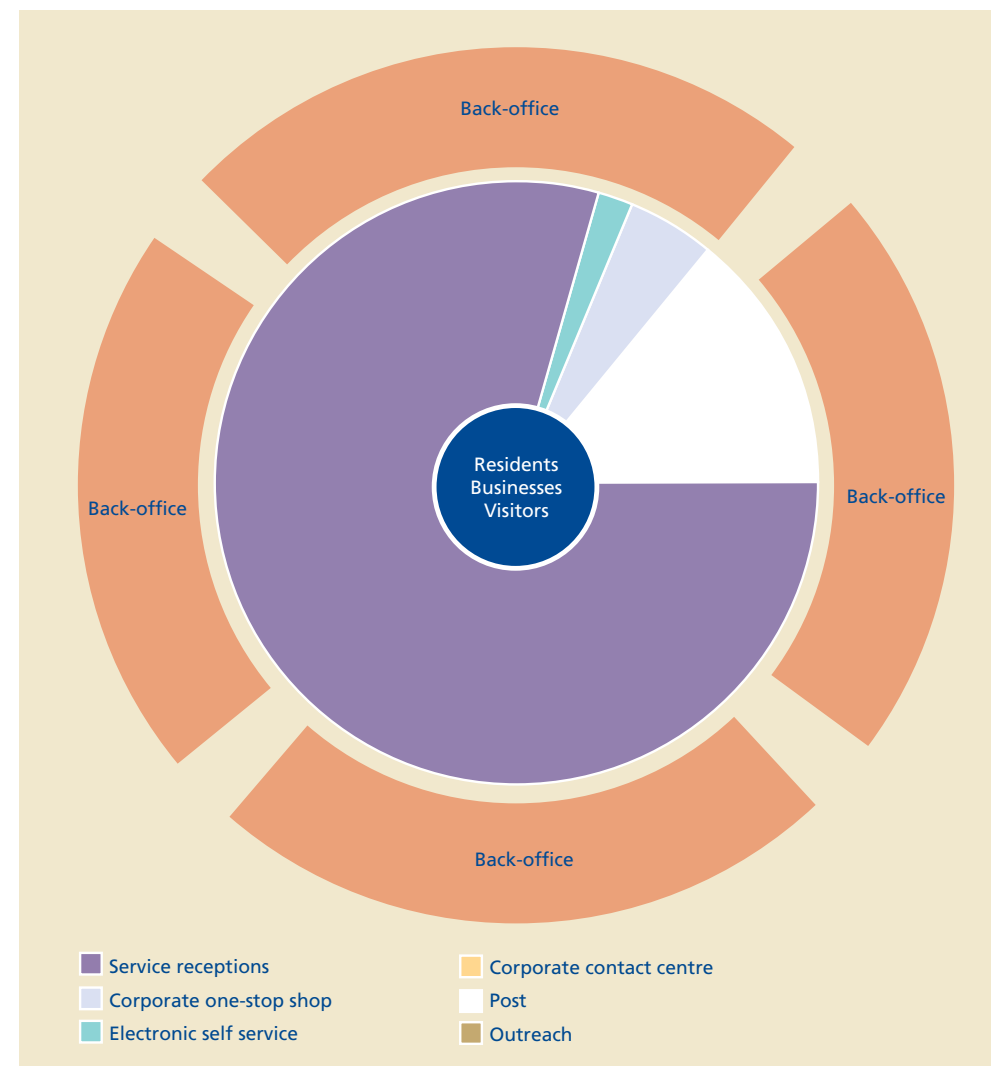
Transforming Access – Phase 0

Four generic access routes manifest into a range of access channels:

- Service receptions (a single-service reception point whether face-to-face or via the telephone).
- Corporate one-stop shops (a single location encompassing face to face access to multiple services).
- Electronic self-service (web-sites and kiosks).
- Corporate contact centre (a telephone version of the corporate one-stop-shop).
- The traditional postal route.

Phase 0 is the state prior to transformation. Some self-service may be available, with limited corporate one-stop provision. However, as access reflects the authority's historic organisation structure, service receptions are the main access route. Customers must identify and then contact the service they feel meets their particular need. There is limited ability to resolve multiple enquiries and no single approach to customer service. Examples of customer dissatisfaction with these arrangements are:

- "You are never open when I want."
- "I don't know which part of the council to contact."
- "I keep being passed from pillar to post."
- "Why do I have to keep repeating my story?"

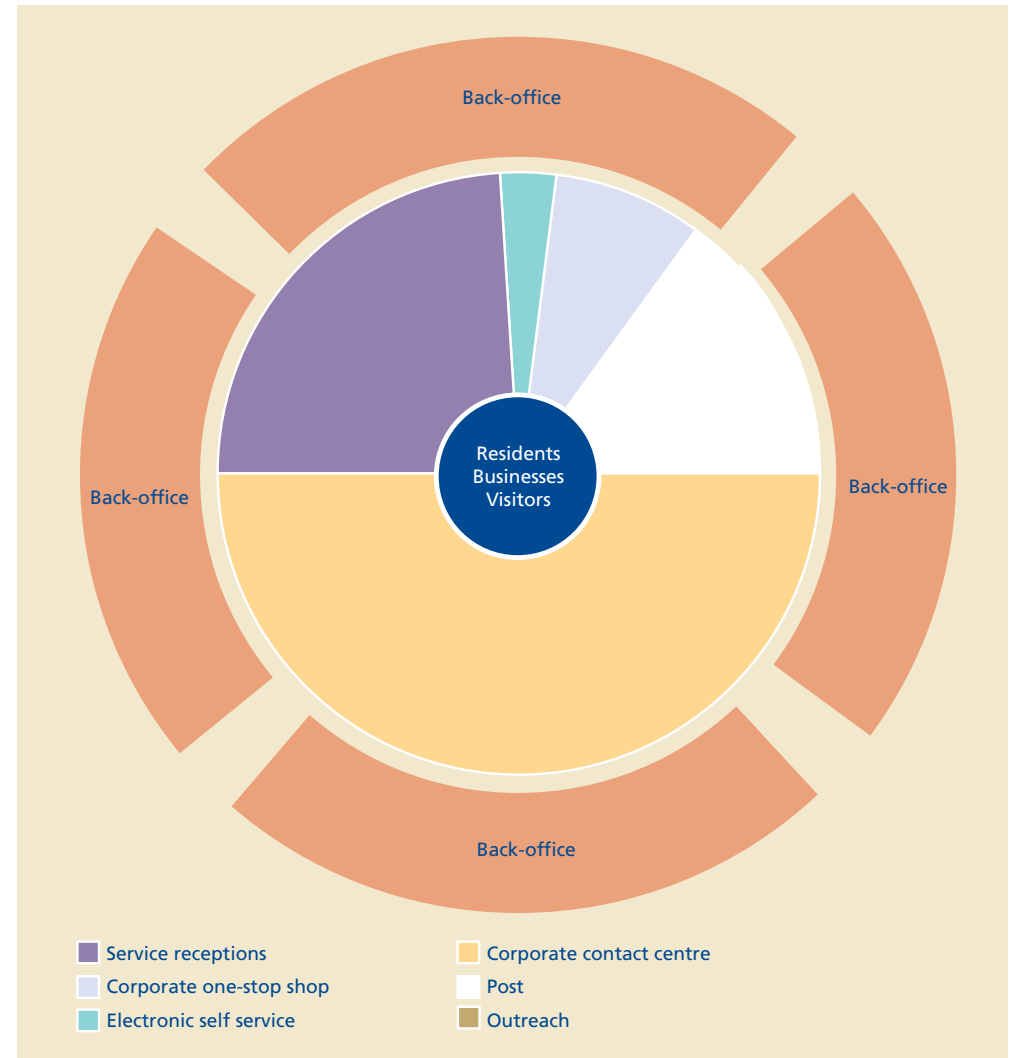


Transforming Access – Intermediate Phase

When customers are queried on their access preferences the results are consistent.

- The telephone is typically the preferred route, with an increasing minority demanding improved self-service capabilities.
- There is a vocal minority requiring efficient face-to-face access and a general desire for a simple route to a joined-up organisation.
- There is a distinction between generic enquiries or simple transactions, and longer-term 'case-based' relationships. For long-term relationships direct access into the back office must be allowed. However, a large number of interactions fall into the simpler enquiry/transformation type, these are ideally suited to efficient front office resolution.

The Intermediate phase sees the introduction of a corporate call centre capable, even in the early phases of roll-out, of handling the majority of contacts. The technology and processes that support contact centre operations also support face-to-face and web portal activities. The role of the corporate one-stop-shop is enhanced, and self-service capability grows organically as the authority's web-site increases its capacity for self-service delivery.



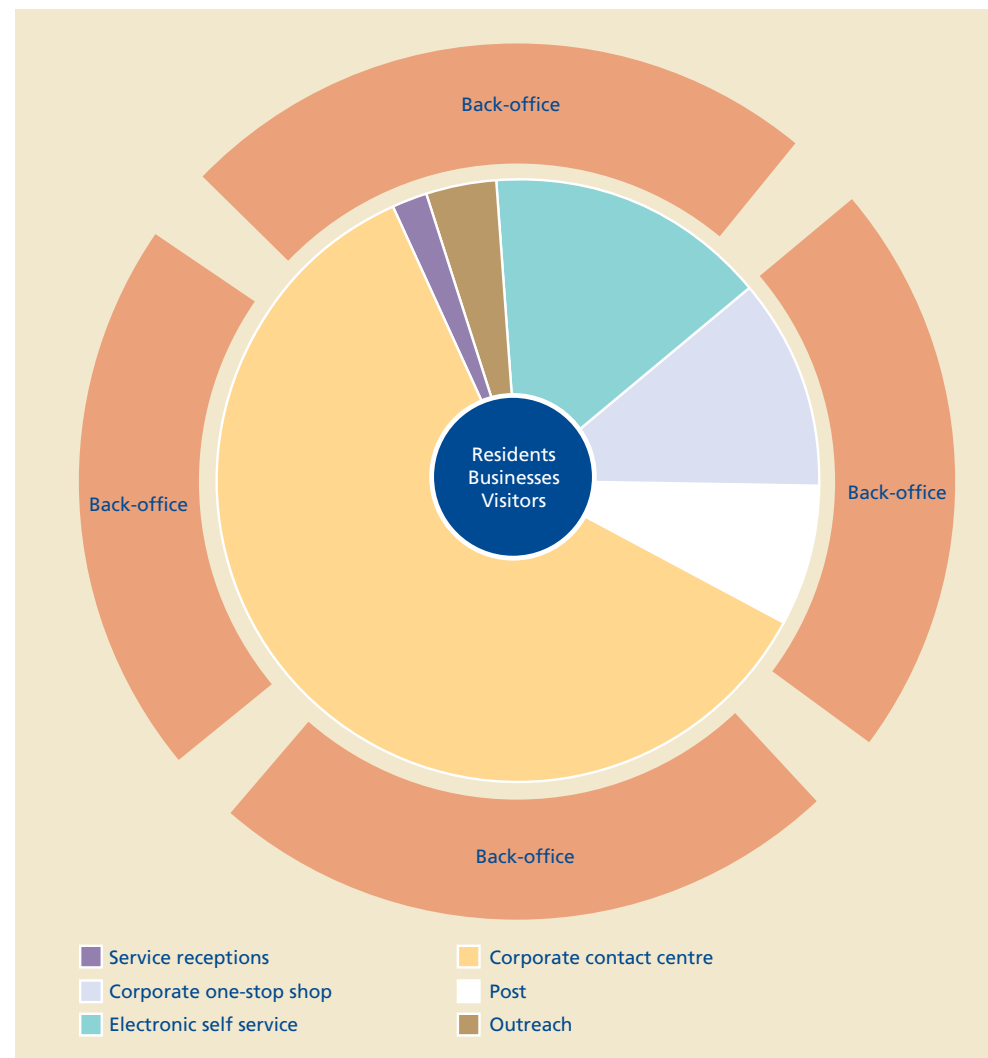
Transforming Access – Final Phase

The final phase sees further waves of capability being implemented into the corporate channels of contact centre, one-stop-shop and web self-service. Now these corporate channels can handle all enquiries, routing them to the back-office only when a service specialist is required. Around 80% of enquiries are now resolved at first point of contact by generic officers in the front office.

The outreach channel is now enabled. Field workers bring the same capabilities into people's homes and mobile surgeries are available via the corporate contact centre and one-stop-shops.

The authority can now address the opportunity to migrate activity into the most efficient access channels. This has already begun. Simple economies of scale allow the corporate channels to be more efficient than the previous myriad of service specific reception points.

Customers have selected the new channels primarily due to easier access via longer opening hours and an improved customer experience. The next challenge is to encourage self-service, which is the optimum channel for the authority. A mixture of incentives are offered, but care must be taken here to avoid introducing or exacerbating social exclusion.

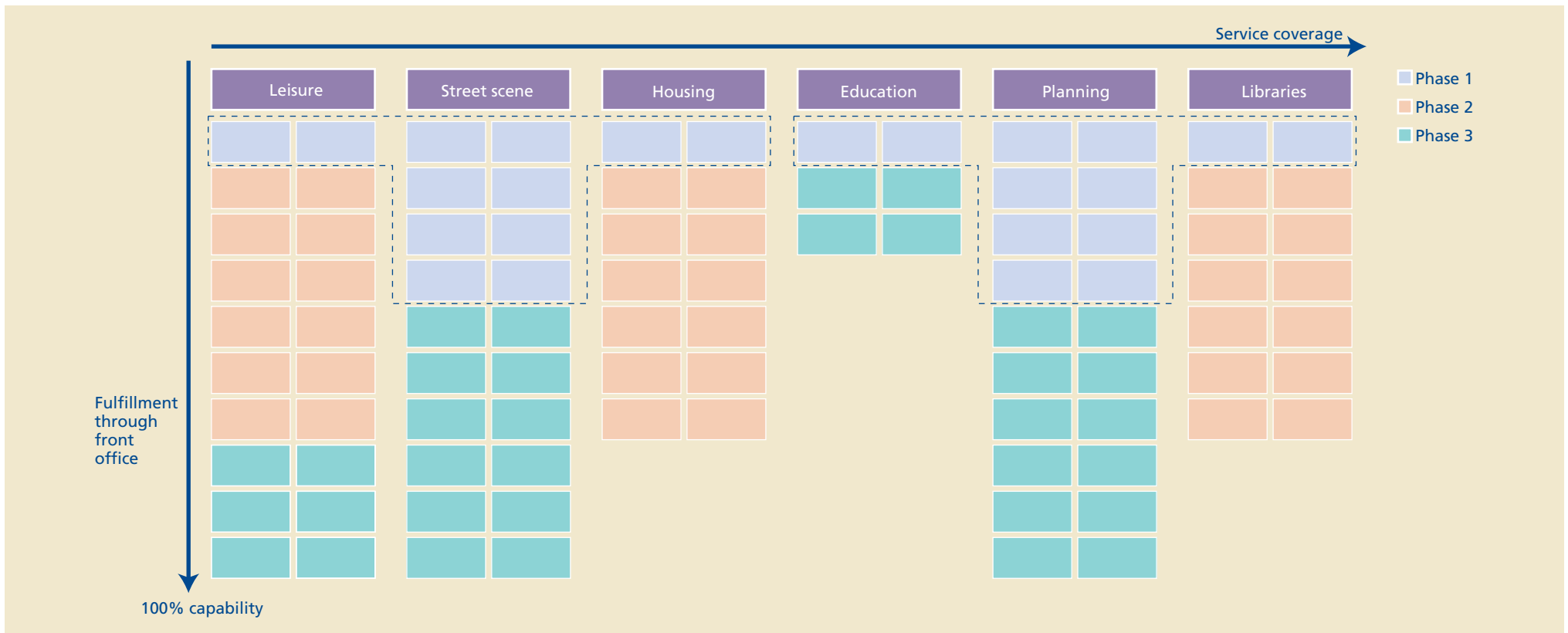


Service Rollout – The ‘T’ Model

Simple fulfilment encompasses areas such as information provision, literature requests etc. Even such basic fulfilment can cover the majority of customer contacts; for more complex enquiries the contact details are captured and then handed over to the back office for resolution.

More complex fulfilment can encompass areas such as taking bookings, capturing applications, performing assessments for services. With such capabilities the front office can resolve 80% of contacts on a one-and-done basis with no need for handover.

Typically Phase 1 enables basic customer contact across all services (an example set is shown in the diagram), with more sophisticated capability in a number of service areas, hence the ‘T’ model shown in Phase 1. Subsequent phases consist of rolling out additional front office capability across service areas. Phasing decisions are driven by considerations of business requirements, technology and people issues. This rollout is supported by the development of robust business cases identifying the costs and benefits of the more sophisticated front office.



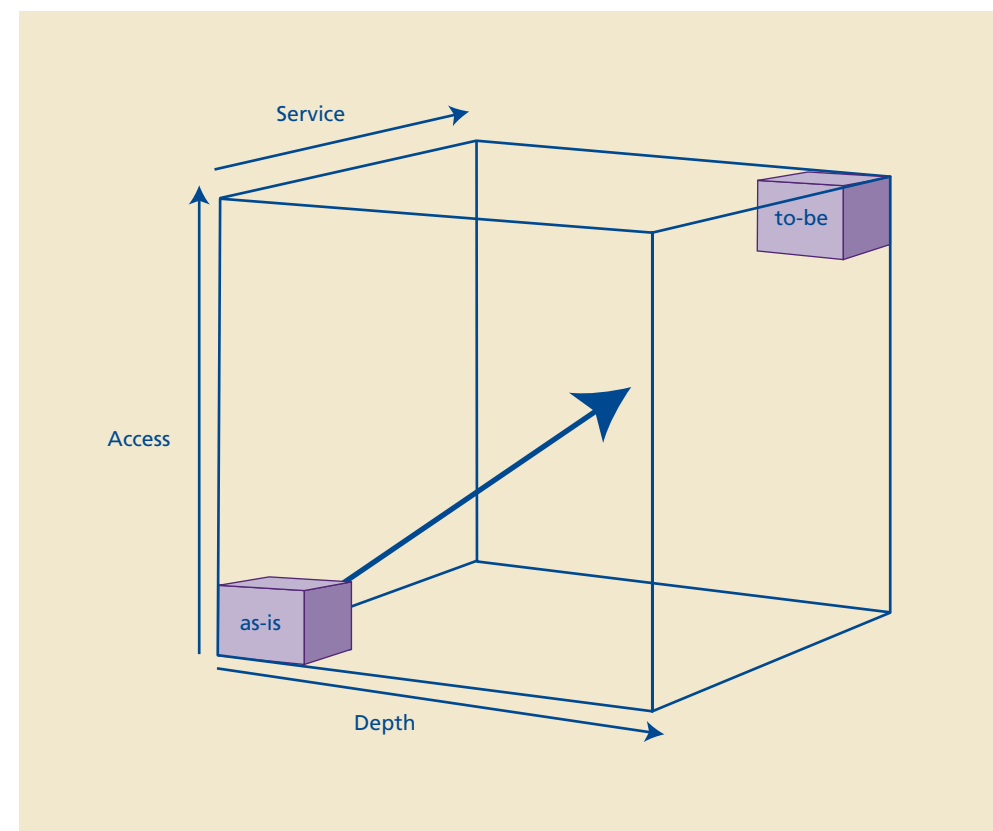
Service Evolution

The local authority transforms its service delivery capability by progressing along three complementary axes:

- the range of access channels;
- the number of services available in each channel; and
- the depth of fulfilment provided for a service in a particular channel.

Each service is unique in its requirements and the degree of front office service fulfilment and the most appropriate channels for delivery will vary from service to service.

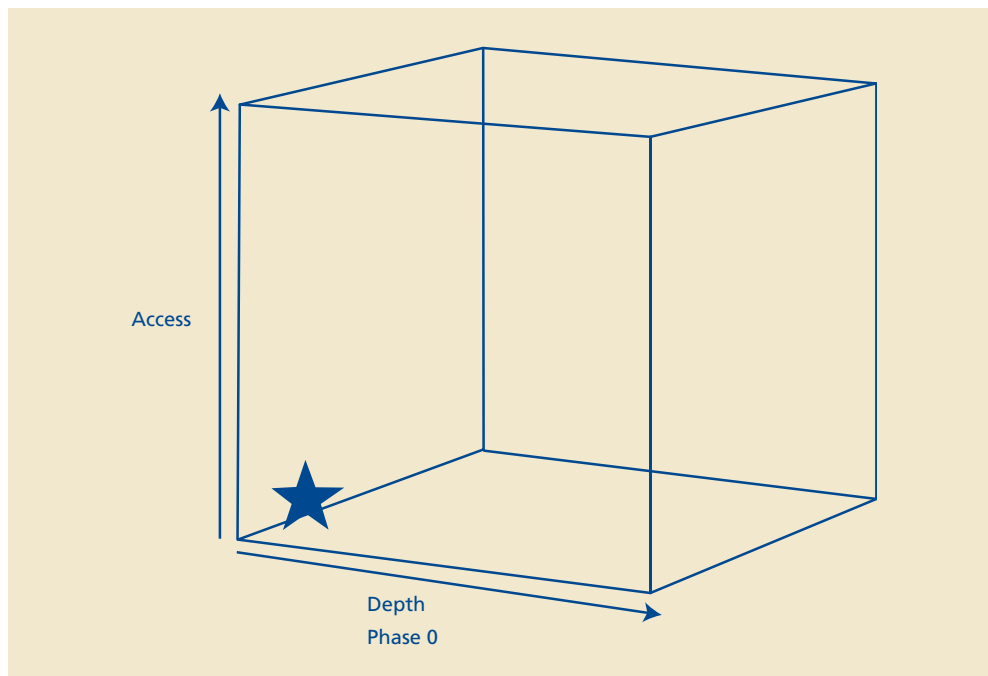
The authority must analyse its services and prioritise accordingly to develop a transformation plan. This plan will allow the authority to evolve from the as-is situation of minimal provision to the to-be state where many services are delivered to a significant depth of service fulfilment across the full range of access channels.



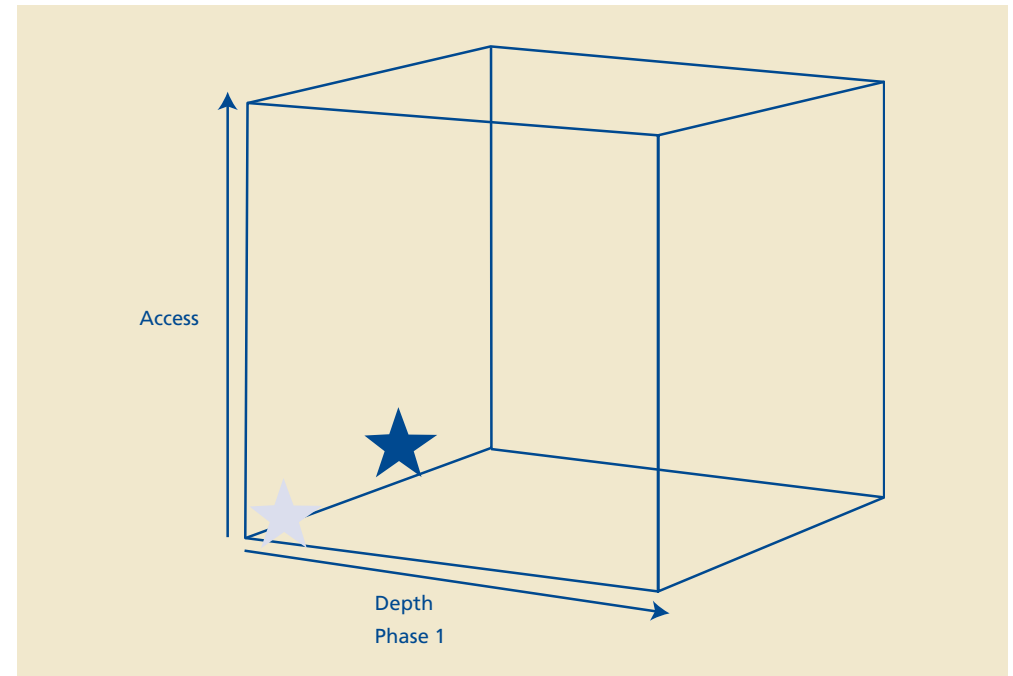
Service Evolution – An Example

The service axis represents the wide range of services that any authority delivers to its customers. Migrating each individual service along the access and depth axes will allow the authority to deliver its to-be vision. Analysing benefits provision (e.g. how a customer enquires about, applies for and receives a benefits payment) provides an insight into how one service evolves along the axes of access and depth.

In Phase 0 there is no sophistication in service provision. Customers have to physically visit the relevant authority office during limited opening hours and wait to see a service-specific officer. Any customers requiring additional services will have to visit different service reception points.

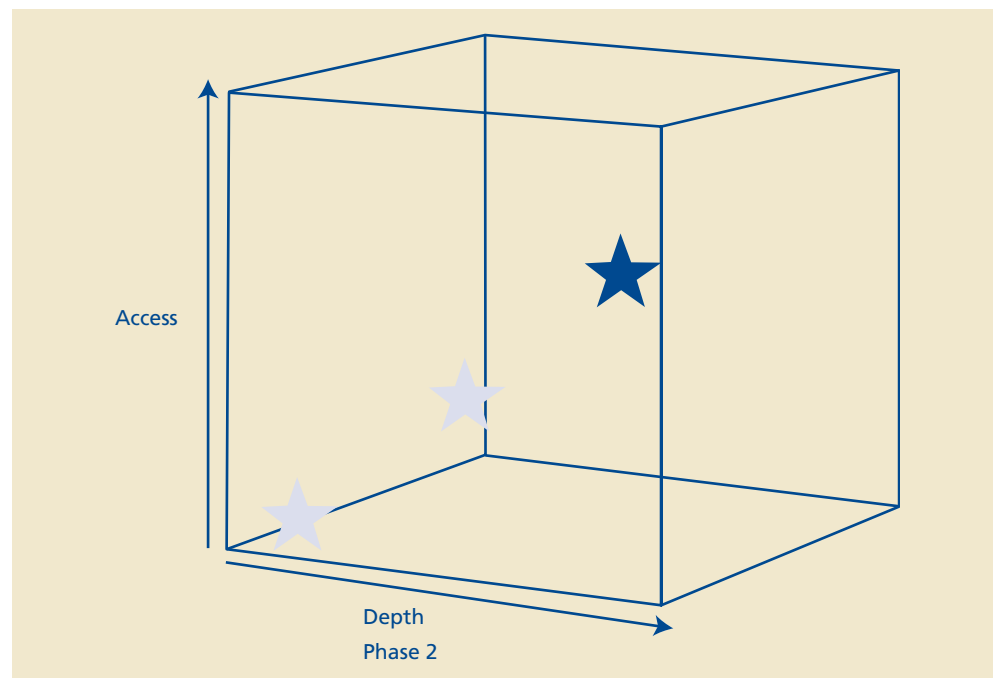


By Phase 1 the authority has expanded its telephony access channel by creating a corporate contact centre. Rather than knowing which is the relevant department, customers can now call the contact centre, perhaps during the early evening opening hours. A trained representative interprets the customer's problem as a service request and is able to provide up-to-date information about the benefits options available and how they can be accessed. The informed customer now understands her potential entitlement and is able to visit the correct department the following day with all relevant documentation to ease a speedy application.



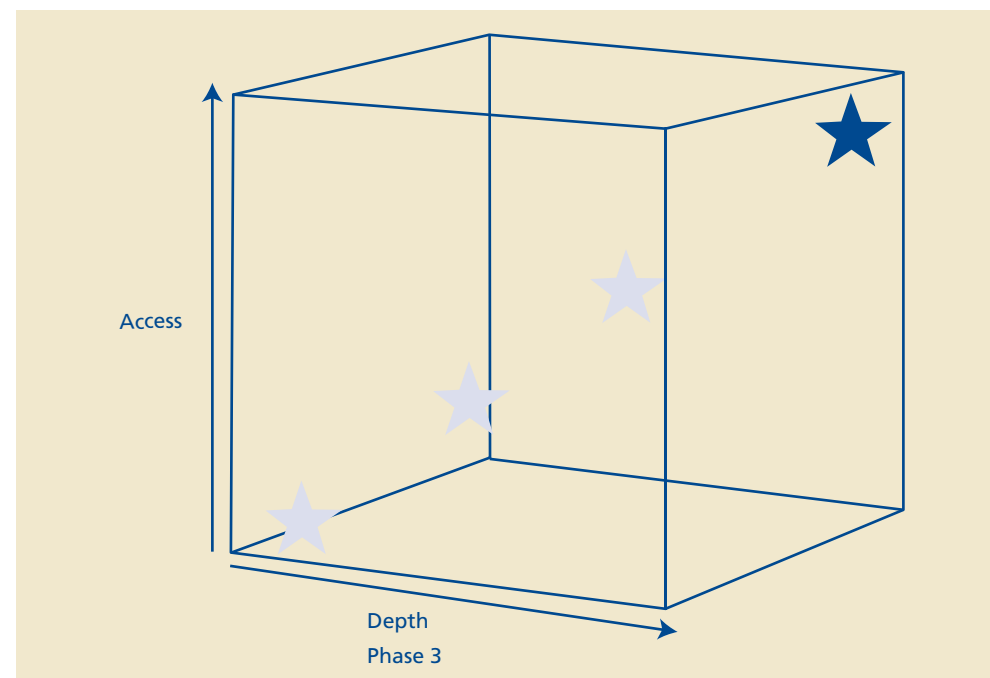
At Phase 2 the front-office representatives have been given additional tools to improve the level of service fulfilment they can offer. Their ICT systems now support eligibility assessment. Again the customer calls out-of-hours. Following appropriate security validation, the officer takes the customer's details, carries out a comprehensive assessment and provides an initial view on eligibility for the benefit. In addition, a booking is made for the customer to visit a specialist in the back office. At the appropriate time the next day the customer visits the specialist who has the partially completed application details available electronically. The application is updated, finalised and payment is authorised without further delay.

The increased depth of service provision is now available across a number of access channels. The corporate call centre has been joined by corporate one-stop shops in busy locations in the town. In addition, the web channel now provides access to all the frequently-asked-questions and general information relating to the service.



By Phase 3 the to-be vision has been reached. Capability in the one-stop shops has been enhanced and now front-office staff can lead a customer through all phases of the application. After reviewing and updating the business processes supporting the service, the authority has empowered the front-office staff to approve eligibility claims, and sophisticated workflow systems ensure adequate controls are built into the new process.

The self-service channel has been augmented to allow customers to perform initial eligibility assessments via the web or kiosks within libraries, although legislative requirements regarding the provision of documents prevents full self-service. The outreach channel has now been enabled. Front-office staff from one-stop shops, supported by mobile technology, are able to visit customers via mobile 'surgeries' at e.g. supermarkets and even in a customer's home, bringing the full capability of the corporate access channels direct into the community.



Capability & Capacity

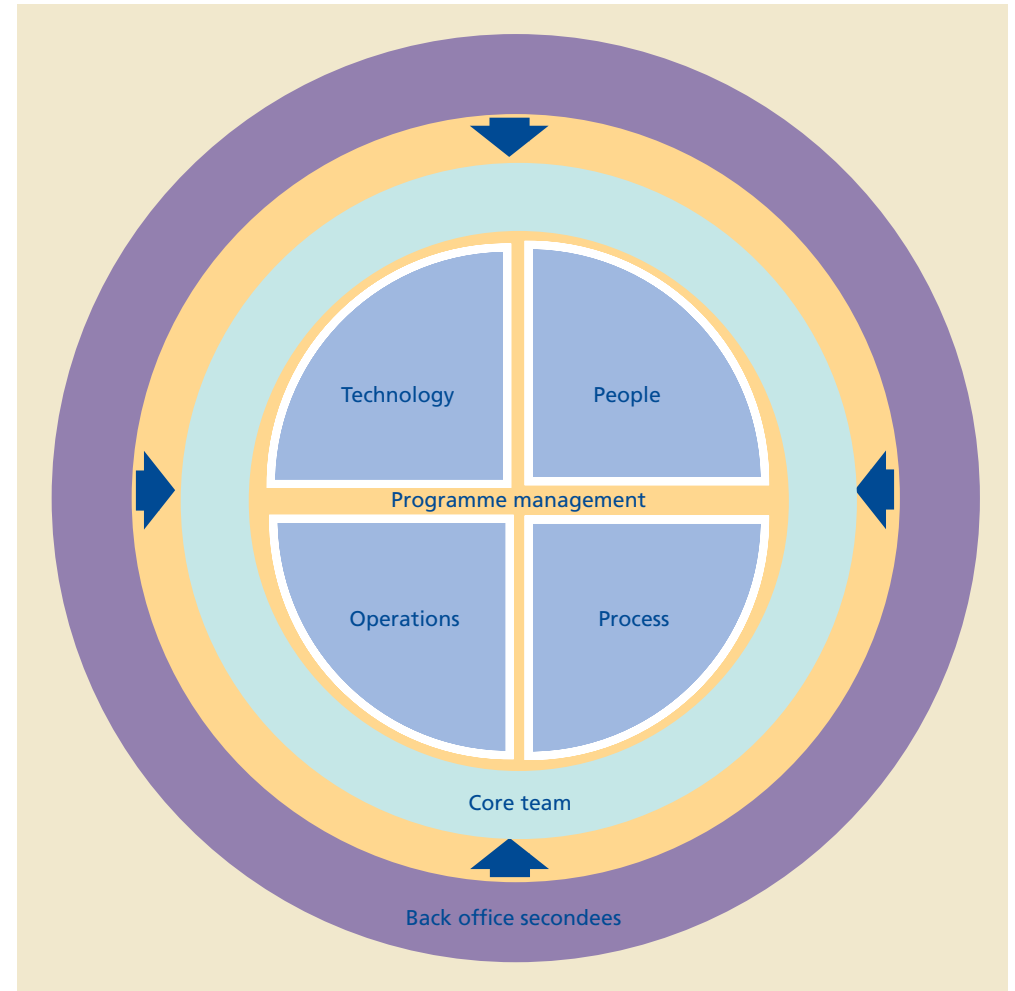
Capability

There are five major capabilities that the organisation must possess, or bring in, for a successful transformation:

- **People.** With any transformation programme the people element is key. New organisation structures are defined incorporating the new front office and changes to the back office, and the transition to the new arrangements is carefully managed.
- **Process.** Process work concentrates on defining the operations of the new front office i.e. the front office process for each service to be incorporated, where handovers to the back office occur and how the back office must change to reflect the new methods of working.
- **Technology.** A significant technology implementation establishes the new architectures necessary for the front office. In addition, as the implementation moves into more sophisticated later phases it is likely that there will be requirements to integrate the front office with back office transaction systems
- **Operations.** A variety of disciplines needed to ensure the front office is established including Property Management to cover Estates issues, Finance to ensure the implementation and ongoing operational costs are provided for.
- **Programme Management.** Such a major change is delivered as a unified programme, with strong management drawing together all the constituent activities.

Capacity

It is rare for local government to both possess the required capability in-house and have it available to the programme. Certain skills are acquired externally for short-term use, however the local authority incorporates internal capacity building into its plans. A core team is established of internal staff that will remain on the implementation throughout all the phases. This core is augmented by externals to provide point skills and, crucially, knowledge transfer to the core team. The core team is then self-sufficient in later phases. This capacity building is particularly relevant in the process competency. A core team of process experts becomes skilled in the techniques of business process change, and works with a changing set of back-office secondees to define and agree the new processes. The secondees come from those services involved in that particular phase of implementation.

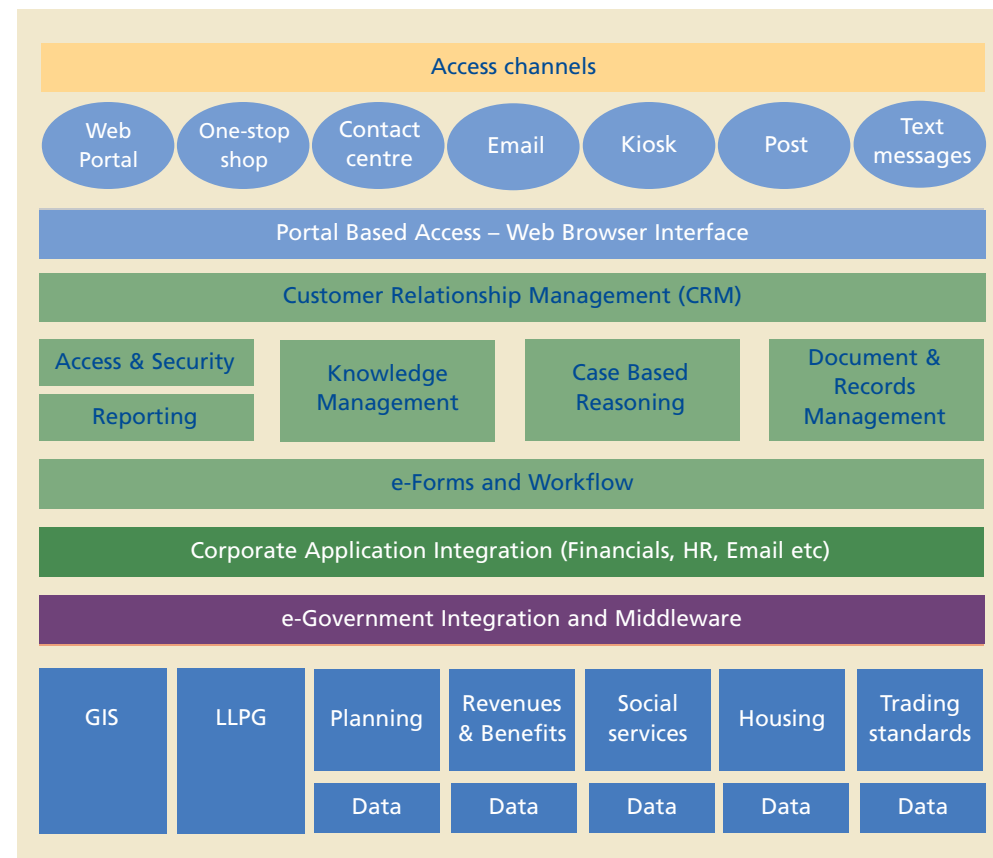


Technology – Key Concepts

The technology that underpins the to-be vision is starting to become well-proven. The public sector has learned from the experiences of the private sector and adapted technology for its own needs. There is one key principle that defines the technology architecture, that of commonality. All access channels are supported by the same set of underlying systems. In addition to simplifying technical support and provision, this ensures that common information is provided to all access channels. This is vital, for example in ensuring that a contact centre representative has access to a letter received by the back-office the day before, or that an outreach worker has an up-to-date picture of remaining budget before approving a discretionary award.

The enablers of the architecture include:

- a customer relationship management (CRM) system to track customers' details and their histories of interactions with the authority. The CRM, supported by workflow, also embeds the processes that officers use in dealing with any particular service. This is how a generic front office representative is able to process enquiries across the wide range of authority services;
- Knowledge Management systems, often based around the Council's intranet, contain information on how the authority does business, capturing frequently-asked-questions and details on the specifics of service provision;
- Document Management systems enable the capture of all paper-based information e.g. letters and application forms, for secure storage and to permit access to the information from a range of locations and channels; and
- sophisticated integration suites which link the front-office systems such as CRM into the back-office information stores. These integration suites reduce the complexity of connecting myriad systems together and significantly ease upgrade paths as back-office systems are replaced.



Insights



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