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Accenture Response

Transformational Government
Enabled by Technology

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0 EXECUTIVE SUMMARY

Accenture welcomes this opportunity to respond to the Transformational Government strategy. Technology is a critical enabler in improving and transforming public services, in achieving improved outcomes in areas such as health, education and transport, as well as in delivering wider system reform. Harnessing technology for system reform can clearly provide greater efficiency, a better service for the customer and a more robust provision of public services overall. Notable successes to date include the Department for Work and Pensions Payment Modernisation Programme and the NHS Direct Website.

We believe that the agenda is now moving away from driving 'e-government' for its own sake, to driving public sector value through transformed service delivery. The government of the future must be ready for the customer of the future and we believe this strategy offers a clear framework on which to build. Given the real value in any strategy is in its successful execution, our response draws on our experience of working in both the public and the private sector globally, and focuses on some of the critical factors for successful implementation. These include close working; clear scope; good contractual framework; good governance; a thorough understanding of the end goal(s); and, journey management.

Our response focuses on the specific success criteria for the three transformations set out in the strategy, namely:

- **Customer and business centred services** – Accenture strongly support the emphasis placed on the customer in this strategy. We believe that by better understanding customers, government can be more effective in designing and delivering services, and therefore be better placed to achieve both policy outcomes and efficiency improvements. What comes out of the strategy is a powerful and compelling argument that for 'citizen-centred services' and 'choice' to have any real meaning (and for this area of policy to deliver on the ground), the strategy must be based on the proven/measurable needs of consumers, informed by genuine engagement and communication, rather than being based on public sector assumptions of how the public view/use emerging technologies.
- **A new approach to shared services** – We welcome the focus on shared services which, if implemented effectively, offer the opportunity to deliver better, more efficient internal support services for public services, allowing them to focus on their core business more cost effectively. In essence, this section argues that strong senior leadership - focusing on agreed common definitions, a clear business case and measurable delivery plan - that recognises the very real people and cultural issues involved, as well as data security concerns, will be the key to a successful shared services environment.
- **Professionalism of IT** – Accenture endorses the proposal to ensure that the necessary support frameworks are developed, such as capability and learning structures, to assist government in transformation. The strategy recognises the importance of looking beyond the IT platform to the wider agenda of people and reliable delivery. Again, the success of this strategy will also depend on inspirational leadership driving real accountability, transparency and governance - based on emerging best practice across technology innovation, supplier management, strategic alignment, portfolio management, benefits realisation and journey management - in a way that maintains a motivated public sector IT community.

A good deal has already been achieved or is currently underway - including establishing strong political buy-in and setting up the CIO council. There is a good deal more to do and we look forward to working with the UK Government, stakeholders and the supplier industry to translate this strategy into reality and strengthening the contribution that technology makes to transforming government.

1 CITIZEN AND BUSINESS CENTRED SERVICES

This section summarises the key strategic aim in this area and the success criteria for implementation.

1.1 *The strategic aims*

The Transformational Government strategy marks an important milestone in the development and maturity of public services. That milestone is the principle set out in the strategy that:

“services enabled by IT must be **designed around the citizen or business**, not the provider, and provided through modern, co-ordinated delivery channels’

We strongly endorse this principle, the proposal for ‘Customer Group Directors’, the Service Transformation Board and the commitment to shifting users towards channels which are the most efficient and effective.

1.2 *Success criteria for implementation*

Given the objectives and actions set out in the strategy there are eight success criteria we would highlight as key to implementation:

- **Developing an ‘evidence-based’ understanding of the customer.** The design and delivery of customer focused services needs to be based on solid foundations. A key risk is that these are based on historical assumptions (such as that older people as a whole do not use the internet) rather than the evidence of customer preference. Structured Customer Research can offer profound insight as to the values, wants, and needs of citizens and businesses. For example, the State of Texas recently used customer research to provide evidence which informed the design for the delivery of employment support. In addition, private sector approaches towards risk and credit scoring of individuals could be utilised for public sector management of compliance and law enforcement. For example, a payment score for an individual will allow agencies to focus scarce resources on those who’s scores are starting to trend upwards, as opposed to expending it equally across the population.
- **Defining ‘customer groups’ in a way that reflects the customer perspective not the provider.** An understanding of the different preferences between different groups of customers allows government to build a tailored model for the provision of services whilst treating these groups in an equitable manner. For example, it is often assumed that customers are best grouped (or ‘segmented’) solely by demography. Our experience suggests that it is also important to segment groups by needs, such as the drivers for their contact with government services and their preferences for channels and levels of service. Understanding how customers interact with the service, and what their expectations of the service are, enables a more purposeful development and a more customer focused approach. Our recent work with the Department for Work and Pensions demonstrated that different customer groups had very comparable channel requirements, which is often assumed not to be the case. For example, a significant number of customers from each of the different businesses (Job Centre Plus, The

Pension Service, Disability and Care Service, and Child Support Agency) have comparable contact requirements, which is often assumed not to be the case because of their different demographics. Sharing this insight across the 'Customer Group Directors' and avoiding silos is going to be important if the shared needs of different groups are to be recognised in the future service design and delivery.

- **Engaging stakeholders early, openly and on a sustained basis.** We welcome the commitment to engage customer stakeholders in the 'Customer Group Team'. This may make short-term decision-making more complex and some decisions may well be difficult, for example if there are trade-offs to be made between efficiency and effectiveness. However, open and genuine engagement is more likely to result in a clear way forward over time and result in real changes being delivered. One recent international example of such an approach is the Dutch Government's review of transportation where critical issues such as road pricing and the implications for citizens were explored in a highly inclusive way and a consensus reached. Our experience indicates that the way a public sector organisation is structured and its human resources policies may, compared to the private sector, provide significant challenges to moving quickly towards a customer-centric model. The Customer Group Team will need to engage with HR and the Trades Unions at an early stage.
- **Combining a coordinated and integrated channel strategy with a clear migration strategy.** Historically there has been a tendency to focus on content being available on newer channels (such as the web) as opposed to new channels being 'adopted' by the public. We would recommend that the customer insight drawn from market research and subsequent segmentation is used to develop a migration strategy for how the channel strategy will be implemented and further developed over time. For example:
 - The Canadian Government is currently building on its many years of leadership in its Government On-Line programme by taking a radical step forward and articulating a service vision to redesign services, in order to achieve dramatic improvements in both client satisfaction and efficiency.
 - Similarly, the Belgian Federal Authority has made provision of a single point of contact via the internet as a prime focus of service provision for its citizens.

Regarding a migration strategy – many agencies have significant investment in “legacy” systems. CIOs will need to consider the different types of approaches for integrating new channels with these systems if they are not to hamper the migration strategy.

- **Effectively managing the transition as the customer centric model is introduced.** In moving from a traditional model to a customer centric model, the key is around the development of a compelling customer experience for each of the customer groups that will be served under this new model. There is also a need to differentiate between a strategic level of segmentation, which is about defining the value proposition, and the brand promise for the major customer groups. The next step is defining the customer experience that is to be delivered. To ensure that an emerging customer centric model is grounded in reality, a business simulation can be carried out using real volumes of interactions and transactions between customers and organisations. It is at this stage that the implications to the Operating Model, specifically organisational impact, should be fully considered.
- **Supporting and effective communications and education.** It is important that there are sufficient and appropriate communications to the customer on how to use new

services, what they can expect, and the benefits they will receive as a result. Experience from Japan shows that while service offerings demonstrate a very high degree of breadth and depth, adoption remains an issue. This is thought to be a result of the lack of expenditure by the Japanese Government in marketing the services, consequently large segments of the population remain uniformed about how to use the services or what kind of services are available. In comparison:

- Canada extends significant effort in informing and educating its citizens about innovative offerings. For example, in using central advertising budgets to promote the 'Go Smokefree' site. This site provides a wealth of tools to support people quitting smoking, including an 'e-quit' programme of daily emailed messages of support and information.
- Similarly, as a direct result of a well targeted communications campaign, we have seen good adoption by citizens of the Belgian Federal Portal.

These examples demonstrate that the success of self-service, whether Web or Telephony based, can be improved if "outreach" or awareness campaigns are targeted at the right customer groups.

- **Implementing an effective Governance model:** A key challenge – and potential tension – may be to balance the commitment to achieving a consistent channels experience across public services with individual Departmental and Agency ownership for shaping and delivering their change programmes. Each level of governance will therefore need clear terms of reference, members with the right skills, agreed accountabilities and accessible escalation routes. In addition, given the importance of sending the right signals from 'the top', we would recommend that the relevant ministers, permanent secretaries and chief executives explicitly agree and sponsor these proposals. Finally, it is worth focusing on the effectiveness of the governance team. It is important for individuals to gel and operate collectively so as to ensure the functioning of the Board or Group are cohesive and directional.
- **Adopting measurable and meaningful metrics reflecting both the customer experience and the cost effectiveness of channels.** Delivering measurable value is important, both for government and for the customer. Performance measures that clearly demonstrate progress and identify areas for priority should be embedded within the delivery framework. This will enable informed decision making and assist in striving for continuous improvement. Performance measures such as cost per contact, or cost per call, should be evaluated with customer-centric measures such as customer satisfaction and service quality. Traditionally the call-centre industry has focused on driving call duration down but this single approach may not be appropriate for all customer groups. Organisations will need to take a balanced approach to financial, operational, customer and employee performance.

2 A NEW APPROACH TO SHARED SERVICES

This section outlines our response to ‘a new approach to sharing services’ and success criteria for implementation.

2.1 *The strategic aims*

We welcome ‘a new approach to shared services’, which takes a broad view encompassing data sharing and infrastructure, as well as critical support functions, such as finance and HR. We believe that the focus on shared services can release significant efficiencies, allowing delivery agencies to focus on their core business of customer service and encouraging expertise within the back-office. In addition, broadening the definition to include data has the potential for reducing the administrative burden on citizens and businesses.

We support the focus on practical implementation, in particular: mandating change – requiring organisations to view the sharing of services as a driver of value for money; identifying the key role of leadership – identifying roles for Ministers, Chief Executives, the Cabinet Office, HMT and Regional Centres of Excellence in leading the transformational journey; and, increasing accountability – providing a high-level accountability framework through the National Audit Office, Audit Commission and Cabinet Office.

2.2 *Success criteria for implementation*

Given the objectives and actions set out in the strategy, there are eight success criteria we would highlight as key to implementation:

- **Establishing a common definition for shared services.** A common set of definitions and principles should be established and communicated throughout government. The aim of developing these definitions should be to reinforce the need for standardisation. These definitions should include:
 - Identifying a broad definition: for example, where efficiency and effectiveness can be enhanced through consolidation.
 - Applying the definition to define scope: for example, back-office services, front-office business functions, identity data, and technology standards.
 - Identifying acceptable methods of consolidation: for example, multi-process, regional hubs, single service centres, data warehousing.
 - Defining the levers for efficiency: for example, consolidation, harmonisation, development of services culture, facilitating continuous improvement.

From our experience it is often claimed that requirements for common services differ from department to department and agency to agency. The common definitions offer an effective and practical solution to this barrier to achieving the strategic aim of standardisation.

Our experience at HM Prison Service (HMPS), illustrates that the early establishment of common definitions assists the communication process and allows the organisation to focus on leveraging the defined benefits, even though the concept of shared services within Government was still in its infancy.

- **Inspiring leadership at all levels.** Leadership will be required at every level within the delivery chain if the efficiencies and business improvements are to be achieved, for example:
 - *Political leadership.* Politicians can make or break the final decisions about whether shared services initiatives go forward. In particular the legislative challenges surrounding data protection are evidence of the need for a strong political mandate. Linking shared services to broader political objectives – efficiency, cost reduction, improved service – as opposed to presenting them as an end in themselves, is critical.
 - *Executive sponsorship.* Visible sponsorship at the top of the organisation is critical to sustaining the momentum required for transformation. From our experience at HMPS this is especially relevant in the public sector, where representative steering committees have been required to own the transformation. Executive sponsorship is also key as it is often instrumental in overcoming scepticism and territorialism.
 - *Leadership within programme management.* The need for leadership at the programme management level should also not be underestimated. Motivating the team, championing the change and driving out the benefits – all require strong character and stamina.
 - *Leadership within local business units.* Championing the change needs to filter down to those closest to the front-line. This is true of local business units but also of locally accountable cross-agency partnerships, such as Crime and Disorder Reduction Partnerships – as both impact the strength and prioritisation of the message.

- **Developing a strong business case and delivery plan.** This success criteria is so fundamental as to be a given; yet, in the clamour for accelerating the pace of the transformation, may be overlooked. The distinct elements to this criteria are outlined below:
 - *One size does not fit all.* Business cases must be tailored to the specific environment that the organisation is facing, remembering that starting point (systems, centralised processes), scale (scope, headcount, volumetrics) and realisable benefits will differ on a case by case basis.
 - *Business case is a living document.* Our experience working for the State of Queensland demonstrated the need to continually re-visit the business case. By refreshing assumptions, the decision making process became more informed, resulting in a revised implementation approach.
 - *Integrated planning.* The scope of the road-map should include both functional and organisational implementation. It should have the flexibility to change based on Programme challenges and should include a dependency matrix which will allow vision and insight into the relationship between activities.
 - *Managing finance.* A road-map provides a financial perspective in planning so that resources can be used and deployed effectively. We found that better planning, rather than budgeting and optimisation of resourcing has delivered significant step changes in performance for our clients, such as BP and Thomas Cook.

- **Managing the complexities of scale.** The scale of this transformation requires particularly close management to ensure that the duplication of effort and missed learning opportunities do not erode the desired efficiency savings. The plan for implementation should be based around manageability of scale and likelihood of success. Initial successes within shared services can be used to create momentum for

change and mitigate organisation resistance and roadblocks. The approach below demonstrates how this may be achieved:

- *Multiple projects.* Projects should be mobilised but with the awareness that departments are starting from different baselines. Consideration should also be given to the fact that many organisations already have long term outsourcing contracts or have recently implemented expensive ERP systems.
 - *Path-finders.* Typically, from a business change perspective, solutions would be developed and scaled up (e.g. using pilots) to develop the solution across a wider and larger area. Naturally, this provides a risk managed approach due to the proof of concept, reduced risk of delivery and management of scale. The strategy highlights that Regional Centres of Excellence have been established and we recommend that these are not only used to generate learnings but also as a means of communicating positive outcomes. For example, the integrated planning approach adopted by HM Prison Service in their Finance, HR and procurement modernisation programme. We suggest that the following criteria are considered in determining path-finders: demonstrates all necessary capabilities and processes; appropriate scale; ability to establish credibility.
 - *Scaling down.* In some instances, it might be more appropriate to deliver the pilot at scale. For example, there may be some services which will need to be delivered at minimum volumes and it would therefore be more appropriate to ensure the volumes were able to be dealt with from the outset, rather than additionally.
- **Addressing people issues.** When services or information are shared, new processes will typically draw staff from multiple constituent agencies to undergo significant change – this creates a number of issues. The reorientation of roles and responsibilities and change in internal culture is likely to require significant staff training. Additionally, and most applicable to shared services, governments must address the fears about job losses or relocations, loss of morale and issues related to pay and parity.
 - *Clear, constant communication.* The current Modernisation Programme within the Metropolitan Police illustrates the importance of continual communication. From inception of the Programme which proposes shared services for HR and Finance, communication has been used to address staffing concerns. Also, in the Singapore Ministry of Defence shared services centre, clear communication regarding structure, role profiling and re-training allowed a very smooth transition.
 - *Engage with the unions.* Unions are often perceived as a roadblock to implementing shared services – however evidence from existing shared service implementations shows this is often not the case. Whilst there is no quick fix to union issues, they can be managed, and often adopting union requirements within the operating model improves the sustainability of the solution.
 - **Transforming the internal culture.** To achieve this, the shared services agenda must have a strong focus on the non-efficiency strategic aims such as customer service and continuous improvement. Our experience demonstrates that within the public sector it is the innovators who place the strongest emphasis on these broader aims. Two practical measures to achieving this are:
 - *Culture driven from top-down.* It is important to foster a change in attitude among senior executives and management. Sharing is not about removing territory or power, and senior personnel need to champion the adoption of new processes and the use of appropriate channels.
 - *Develop relationships with the customer.* The Accenture led implementation of “311” in New York City, demonstrates the impact of improved customer relationships on internal culture. Leaders understood that by demonstrating the

benefits and improved service from a customer perspective, there would be less resistance to change – they therefore established customer liaison roles to capture the required insights.

- **Getting performance management right.** “What gets measured gets done” – therefore having an effective performance management framework that monitors outcome based progress against the basket of strategic aims will greatly enhance the likelihood of success. From experience the two activities most likely to help are:
 - *Establish baseline measurements.* Common to all elements of shared services, knowing the true cost of delivering services is a pre-requisite to measuring efficiency and continuous improvement (both strategic aims). Benchmarking existing processes to government and private sector standards, is the foundation to building robust business cases and is key to quantifying improvements when the transformation has begun.
 - *Track progress against an inclusive range of defined metrics.* Performance management is a tool both to measure success and to provide the information and incentives to generate improvements. Through improved incentivisation, our engagement with a leading UK bank clearly demonstrated the need for metrics that go beyond a cost focus and include the other equally important objectives such as standardising operations to achieve economies of scale, improving service levels and better leveraging of organisational expertise.

‘Identity Management’

- **Reassuring citizens and businesses about the use of data.** Cross-government sharing of personalisation data may be perceived as an invasion of privacy by some customers – others may see it as an improvement in customer service. If such sharing is to be possible, then government must address the former group. This needs to be resolved before investing in technology solutions to share data. A customer’s view about whether sharing data is good or bad will depend on which department’s data it is shared with. For example, customers may be happy that when they notify a change of address for one benefit, it is amended for all benefits. However, they might be much more worried if they had to give means test information to DWP, knowing this would be shared with Inland Revenue (or vice versa). Based on our experience with DWP, different departments have different interpretations of the law on data protection and privacy. A centrally dictated guideline which has had legal review must be created to clear the way for any sharing. Similar issues have been addressed by the Australian government in their implementation of major new initiatives that will reduce the cost of doing business in Australia by simplifying the business tax system and providing electronic service channels. The new system – ABR - will be a public register that holds key identification information that 2.5 million Australian businesses were previously required to provide every time they dealt with a new government entity or department. In the future government agencies will be able to refer to the register instead of requiring businesses to provide documents to prove their identity or other high-level registration information.

3 PROFESSIONALISM OF IT

This section sets out our response to the third area – the professionalism of IT and success criteria for implementation.

3.1 *The strategic aims*

The strategy identified that delivering technology enabled change requires a step change in the professionalism of IT delivery. There is therefore a need to improve the likelihood of “doing the right things” and “doing things right” within the context of government IT. The expected result being:

- More successful outcomes;
- Fewer costly delivery failures; and,
- Increased confidence by citizens and politicians in the delivery of change.

We endorse this and the proposals for coherent leadership and governance; improved portfolio management; addressing gaps in IT professionalism and skills; improved management of projects and suppliers; and, the focus on innovation.

3.2 *Success criteria for implementation*

Given the objectives and actions set out in the strategy there are ten success criteria we would highlight as key to implementation:

- **Establishing clear governance across the business and IT.** The entire transformational process will require strong “business” ownership, leadership and lines of accountability. These must be established centrally and cascaded locally as part of the planning stage. Three specific success criteria include:
 - *Business owned.* IT priorities need to be driven by the business, not the IT function in isolation. Therefore transformation on this stage needs joint business and IT governance, and accountability for success to be shared between the business sponsor and IT.
 - *Devolved authority.* Councils, boards and working groups within the governance structure will need the appropriate authority and back-up, an established means of reaching difficult decisions and of settling disputes.
 - *Looking beyond decision making.* Governance should go beyond leadership and decision making processes; there will need to be consideration of the following wider governance facets including breadth of stakeholder representation and a strong focus on value delivery to the taxpayer.
- **Taking effective portfolio management to the next level.** Effective portfolio management is a requirement at all levels – from local business unit to government aggregates – to ensure that there is a razor-sharp focus to delivery of value-added outcomes. Portfolio management ensures that priorities are set in a transparent manner and resources are deployed where they will deliver the maximum benefit. Establishing a common methodology, based on working examples at DWP and HMRC, is a sound approach to achieving the initial benefits of demand management, standardisation and

improved challenge. To realise the full benefits of portfolio management, visibility needs to be extended beyond traditional departmental boundaries. Options may include portfolio management in relation to customer segmentation and functional areas such as shared services.

- **Maintaining strategic alignment.** Strategic alignment is vital in ensuring that the vision and IT related transformation are prioritised and implemented at the appropriate time and at the appropriate scale. This requires clarity over strategic aims and a joined up approach to decision making – where the desirability and feasibility of IT programmes are assessed on their ability to meet organisational objectives. Helping a leading UK bank to develop a robust framework for this decision making process helped not only to reduce IT related spend, but also to drive-up performance by improving the focus on strategically aligned, high-value programmes.
- **Developing a sustainable career path.** As the strategy outlines, a competency framework needs to be established, to support the career development of IT professionals across government. We suggest that this framework should not only include skills but also definition of roles and a structured development of what a career within IT government can offer. Two further success criteria include:

 - *Encouraging expertise.* We recommend that resources are structured into pools of expertise which can work across government organisations rather than in departmental silos. Expertise should not simply be thought of in terms of functional areas, but also broader competencies such as communication and project management.
 - *Flexible careers.* There should be a flexible career path for public sector employees, one which facilitates a manageable and sustainable flow between the public and private sectors. The use of secondments is an intermediary step utilised elsewhere within the public sector, the possibilities should be explored within the specific context of IT.
- **Establishing clear journey management.** Changing the way things work will take time, perseverance and leadership. Journey management identifies the need to break transformation down into clearly defined stages with benefits and checkpoints mapped to each distinct stage. It is also needed to address risks such as cross agency dependencies, to manage activities in relation to achieving acceptance and involvement from business, and to enable the successful integration of closely aligned projects. Working with the Australian Tax Office, we helped them to achieve a transformation in their approach to viewing business and other agencies through a clear and principled approach to journey management. The journey navigated complex cross agency dependencies and enabled businesses to tell one government agency of any change in their registration details and know that that change will be passed on to other agencies they interact with, removing the need for them to notify these other agencies.
- **Maintaining an unrelenting focus on benefits realisation.** Identifying and quantifying benefits is important throughout the project life-cycle, not just in the development of a business case. Only by maintaining a constant focus on the realisation, and publication, of the benefits, will complex transformations ever achieve their objectives. The standardised use of benefits realisation methodologies requires agencies to develop a frameworked approach to identifying, monitoring and reporting on benefits, which are also used to inform decisions and shape activities.

- **Embedding a performance measurement framework.** To ensure that the desired outcomes are being delivered at all times, it is critical to embed an integrated performance management framework into the IT operation. This ensures a relentless focus on delivery of the desired outcomes and drives the behaviours necessary for success. IT and business leadership should jointly agree what the desired outcomes are – and then regularly monitor performance against these outcomes, ensuring that action can be taken as soon as needed. IT should be incentivised on the basis of their performance against these commitments. Such a framework assists in creating transparency of what happens within the four walls of the IT function – what is being delivered, for how much, with what staff, to what quality. Transparency and performance measurement in turn creates a culture of improvement and excellence. Usage of tools and “dashboards” greatly enhances the organisation’s ability to focus on delivering the desired outcomes.

- **Developing strong delivery capabilities.** Inherent to professionalizing services is the need to develop effective and efficient delivery capabilities. Such capabilities ensure that new services are built and delivered on time, within budget and to the required level of quality. They ensure that ongoing services are maintained at the appropriate service level, at appropriate cost levels. Industrialisation of processes and deployment of tools enable the creation of an efficient “IT Factory”. Our experience working on a successful IT Transformation programme for Orange demonstrated the value in investing in the development of delivery capabilities. They now have significantly stronger IT workforce, one that is ready for the future and also operates at a lower cost.

- **Inspiring innovation from the top down.** Innovation is required to ensure an improving return from existing technology and to drive out potential step changes in service delivery from advances in technology. Rather than singling out any particular methodology as the magic formula for successful innovation, it is our belief that it needs to be inspired by the behaviour of senior executives across government, and coupled with a simple two-step approach:
 - Firstly, identify the critical constraints within the organisation that compromise innovation;
 - Then employ one of a set of approaches to relieve the most significant bottlenecks in their existing processes, wherever the obstructions to innovation happen to be.

Our experience working with BP demonstrated that by carefully identifying the root causes of the failure to innovate, and intervening specifically to remove the blockages, executives can find successful ways to foster innovation by “unchaining” it.

- **Ensuring a more holistic approach to supplier management.** Professionalising IT requires a fundamental rethinking about traditional approaches to sourcing and supplier management. Historically, sourcing has focused on driving down costs, often to the detriment of service levels and capabilities delivered. Going forward, co-sourcing and partnering relationships are more likely to give government departments greater value. Such an approach will ensure that business-appropriate service levels and capabilities are delivered, at appropriate cost – and with the appropriate balance of innovation and risk sharing.

About Accenture

Accenture is a global management consulting, technology services and outsourcing company. Committed to delivering innovation, Accenture collaborate with its clients to help them become high performance businesses and governments. With deep industry and business process expertise, broad global resources and a proven track record, Accenture can mobilise the right people, skills and technologies to help clients improve their performance. With more that 110,000 people in 48 countries, the company generated net revenues of US\$15.55 billion for the fiscal year ended August 31, 2005.

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