

# Transformational Government: Enabled by Technology

## Response to the Cabinet Office e-Government Strategy by Orange, February 2006

### 1. Introduction

Orange welcomes the Cabinet Office's cross-government strategy designed to transform public service efficiency and delivery through the improved use of technology. We wish to help the Government in achieving its vision and making the strategy a reality. We hope that our contribution will also help the Government move towards achieving a step change in the speed at which the public sector adopts new technology.

We particularly welcome the strategy's emphasis on the use of mobile communications technology as a channel for the delivery of information and transactional services. Orange believes mobile technology offers government and the public sector the opportunity to improve efficiency and efficacy of front line service delivery while also saving money on 'back office' functions.

Uniquely, in the fast-developing world of communications technology, mobile devices offer a secure, 'always-on', two-way connection to an individual. Businesses are rapidly realising the potential of this technology as a way to provide interactive services tailored for individual users rather than the 'one-size-fits-all' of traditional services.

Having a strategy to address the opportunities of using mobile technology for the public sector is an important area of work for government, as it has the potential to revolutionise the everyday interactions between public services and users in the same way as the mobile handset has revolutionised everyday communications between individuals.

This paper sets out some of Orange's experience in the private and public sectors that we believe can help inform how the strategy is taken forward and how the public sector can make the most of this technology.

### 2. About Orange

Orange is one of five mobile network operators offering services throughout the UK. We launched in 1994 and now have 14.5 million customers. Orange in the UK is part of the Orange Group of companies which serves over 56 million customers in 17 countries and is part of France Telecom.

Orange is the largest provider of mobile communications to the public sector and is currently one of two UK networks awarded with the Government Telecommunications Mobile Contract (GTM) via the Office of the Government Commerce Buying Solutions to provide public sector organisations with a straightforward and cost-effective means of procuring a wide range of voice, data and e-government solutions.

#### **Case Study 1: FPD Savills**

FPDSavills is the first property consultant in the world to establish mobile connectivity with its corporate network. Its employees spend much of their time away from the office and are now able to communicate effectively and conveniently via Orange Smartphones - a compact alternative to the conventional laptop. This has enabled:



- a faster response to customer enquiries and market opportunities
- improved channels of communication with colleagues
- timely access to the right information at the right time

By synchronising the Orange SPV Smartphones with the FPD Savills Exchange Server Infrastructure, estate agents and employees can quickly and securely download updated contact lists, emails and appointments. In addition, information can be input by mobile workers and viewed by colleagues back at the office. In this way, FPD Savills can ensure the mobility of its employees, while enhancing productivity and customer service.



In 2005, France Telecom announced a three year strategy to become a leading integrated operator in Europe. In the business-to-business market, the goal is to differentiate ourselves from our competitors through a value proposition based on integration of the service from the network to the end user. As part of this strategy Orange in the UK is transforming to become an integrated communications provider – offering business customers a broader range of mobile and fixed telecommunication services. Later this year our sister companies Wanadoo and Equant will re-brand as Orange allowing us to offer fully integrated communications packages to our customers – from broadband to 3G and WiFi, fixed line voice to Voice over IP, and much more.

**Case Study 2: Lambeth Primary Care Trust**

Dr Masterton & Partners Practice in Lambeth uses Orange’s partner, iPlato’s Patient Care Text Messaging system to tackle patient absenteeism which costs the NHS primary care £180m each year (Developing Patient Partnerships survey 2005).



By reminding its patients of their appointments via text message using the Orange network, the practice has cut missed appointments by up to 40 per cent, saving the surgery £12,000 a year. The system has been such a success that the practice is extending the service to include other crucial services, such as flu-jab reminders, and is being introduced at 11 Primary Care Trusts across London.

**3. Public Sector Efficiency**

Orange believes mobile communications technology has a significant role to play in public sector delivery. Across the UK, doctors and nurses, transport authorities, police officers and local authorities are all finding new ways in which mobile data services can help them service users more efficiently.

**Learning from the Experience of the Private Sector**

However, the take-up of mobile data services in the government and public sector (despite government-sponsored initiatives such as ‘Project Nomad’) remains fairly

low as the Government acknowledges in its strategy paper. This trend is in contrast to the private sector which has embraced ‘mobile working’ to enhance business productivity and deliver significant cost-saving efficiencies. A 2004 research report by Ipsos Reid, a global survey-based research company, claims that the average BlackBerry user converts 54 minutes of downtime (i.e. travelling) into productive time per day.

‘Mobile working’ in the private sector has changed the way people conduct their everyday lives. We no longer need to be tied to one place to access e-mail, the Internet or an office network. The result has been a change in work culture and habits, increased productivity and efficiency (see Case Study 1: FPD Savills) and, for many, more flexible employment hours that leads to a better work-life balance.

But efficiency savings do not require use of the latest technology. In Lambeth, the use of text message reminders for patients with GP and hospital appointments has cut missed appointments by up to 40 per cent and comparatively large cost savings. See Case Study 2: Lambeth Primary Care Trust.

Orange is working with a number of organisations within government and the public sector where mobile technology is delivering greater efficiency in key areas such as policing, transport services and the provision of local authority services. This is playing an increasingly important role in delivering more efficient ‘back office’ functions, such as remote access to e-mail and office networks, thereby

**Case Study 3: Leeds City Council**

Leeds City Council is the second largest Metropolitan District Council in the UK, with a population of over 700,000, a budget of over £1bn and 35,000 employees.



The City Council is using Orange’s 3G data cards to allow its employees to access the Internet, e-mail and council network from laptop PCs whilst out and about, removing the need to return to the office.

The Council is also trialling the use of the data cards in a mobile library to provide services to those who cannot normally get Internet access. It is also reviewing how 3G internet access can be used in other areas of its work, such as surveying and school trips. The Council is also now using the Nokia Digital Pen which, using the Orange network, is helping increase frontline support in social services and housing.


reducing paperwork and freeing up vital resources for 'front line' activity. See Case Study 3: Leeds City Council.

### Frontline Delivery

Mobile technology is also helping deliver more effective 'front line' public services, such as helping tackling crime, reduce congestion and improve healthcare delivery, helping to improve the actual delivery and quality of the services. In policing, taking on the criminal has been made easier with the innovative use of technology (see Staffordshire Police Case Study 4); in transport, bus services have been made more regular and reliable (see Greater Manchester Passenger Transport Executive Case Study 5); and in healthcare, technology is speeding up the quality of diagnosis and treatment (see Fife Fire & Rescue Case Study 6).

In both 'back office' and 'front line' services, faster broadband speeds over the 3G network will improve the usability and experience of the services in the hands of public sector providers. To this extent, we therefore welcome a more joined-up government approach to make the public sector more aware of the benefits of the technology and to encourage its take-up.

**Case Study 4: Staffordshire Police**



In August 2004, Staffordshire Police was able to send police officers at the Virgin2004 music festival video clips and still images of suspected criminals and unfolding crimes direct to their mobile handsets/Personal Digital Assistants (PDAs).

Taken from the CCTV system, the images helped to make 60 arrests at the event (including 13 before it even started) leading to an overall reduction in crime levels compared to the 2003 event.

## 4. Personalising Service Delivery

Mobile communications is a ubiquitous, convenient and personal technology. Orange believes that it is therefore well placed to - not only help the efficiency and delivery of public services but - truly change the way many services are delivered to citizens.

### Mobile vs. Fixed

Mobile communications bridges many of the potential pitfalls of 'fixed' technologies, such as Digital TV and fixed Internet access. Fixed IT solutions only get us so far. In reality, people are always on the move and we therefore need to embrace technology that can take services to the citizen when it's most convenient and relevant to them, rather than asking citizens to come to the services when it may be less convenient and less relevant. An example is travel information where, more often than not, information needs to be 'real time' and accessed at a time and place when it is most needed. A mobile handset is therefore well placed to do this (see UK Rail Service Case Study 7).

### Available to Everyone

With the majority of UK citizens owning a mobile handset of some sort, the technology is well placed to help tackle social exclusion. The Government's Social Exclusion Unit has challenged the widely held view that new technology will widen inequality within society. In a recent report, it concluded that ICT offers considerable potential to support solutions to exclusion problems and highlighted the use of mobile technology to address social exclusion. The report said that mobile technology can improve public service take-up, reconnect the isolated and provide a lifeline for those groups on the margins. One in seven people on low incomes have a mobile handset rather than a fixed line telephone, as they are better able to control their expenditure and can choose not to have a monthly charge. An example of this theory in action is Lambeth Primary Care Trust Child Health Team, which uses text messages to remind teenagers in care of appointments with health and social workers. This has successfully increased the attendance rate at appointments amongst this vulnerable group.



To this extent, the ubiquity, convenience and personal nature of mobile communications technology presents government with a unique opportunity to tailor or personalise its services to each and every citizen. As with 'mobile working' many private sector companies are pioneering more personalised services using ICT, including mobile technology. For example, a number of banks allow customers to sign up for up-to-date account information via free text message alerts. The customer can choose what information he/she wishes to receive and how often he/she wishes to receive the alerts.

**Segmentation and Personalisation**

At Orange, we have taken this concept of personalising service to the heart of our business. We use sophisticated segmentation research to break down our customers into groups who share common needs, so that we can develop services to meet these needs. For example, customers in one of our segments – known as 'upmarket aces' – appreciate a high level of service as a sign that they are valued, loyal and high-spending customers of Orange. We have created a proposition, Orange Premier, tailored to offer the specific level and style of service and special features they appreciate, such as 24/7 visits from Orange 'phone trainers'.

**Case Study 5: Greater Manchester Passenger Transport Executive (GMPTE)**



Metroshuttle, operated by the Greater Manchester Passenger Transport Authority, is a free bus city-centre bus service which carries over 21,000 passengers each week. Orange has implemented a one of the largest Real Time Passenger Information (RTPI) systems in the UK which incorporates Global Positioning System (GPS) satellite equipment to locate the position of the bus to the nearest few metres. The bus then 'communicates' its position over the Orange mobile network, using GPRS, to the bus network central server system. The 'real time' solution has increased the reliability of the bus service by up to 94 per cent and has also enabled more reliable information for passengers via digital displays at bus stops as well as personalised information to mobile handsets.

Furthermore, as a mobile operator we have the ability to go even further and, using sophisticated Customer Relationship Marketing, we can tailor messages and delivery so that we contact our customers when and how they want to be contacted. We believe that this approach to understanding customers provides an interesting concept for public service delivery. In order to deliver public services in the way that people want, government has to identify and understand the needs, preferences and habits of users and groups of users. Public service users can be broken down in terms of user type and needs (frequency of usage, priorities etc) rather than traditional demographic indicators (age, gender etc). An example of this would be the Department of Health's recently launched text message service to support smokers trying to quit and the use by some schools of text messaging to contact parents if their child is absent from school in order to cut truancy rates.

However, there are far more sophisticated services than text messaging. The advent of 3G will make the Internet truly mobile and this offers government and the public sector an opportunity to offer an even more varied range of services to citizens.

More sophisticated mobile Internet services, based upon customer relationship management strategies, allow information to be personalised to reflect choice, needs and preference and even location. Of the 850,000 active browsers using Orange's mobile Internet portal, OrangeWorld, every month, 12 per cent have 'personalised' the portal – telling us more about themselves and what things they are most interested in so we can tailor the portal to make the most relevant services easy to access and use. For example, we remember the cinemas you visit most regularly so that it's easy for the user within a couple of clicks to find out what's showing and buy tickets using your phone. We also make the services more human by greeting the customer by name.

**Tailored to the Individual and the Location**

Unlike most other technologies, mobile communications can pinpoint a user's location and so feed them directly relevant information. Examples include 'real time' traffic and travel information and local public amenities, such as the nearest police station, employment centre or library. See UK Rail Service: Case Study 6.

This kind of location-specific technology can also be used to enhance the safety and security of lone workers, such as social or community workers. Recently added to the GTM Register of Services, these solutions ensure people working in potentially threatening situations can be monitored and can have someone to speak with at the touch of button. In addition, the technology can be used in vehicle management systems to ensure services are delivered on time and in an efficient manner (see Case Study 8: LondonWaste).

## 5. Taking Service Delivery Further: Trust, Interaction and Involvement

Mobile communications enables a direct communication between the service provider and consumer. It can therefore do the same between government and the citizen and it is via this direct communication that a trusting two-way relationship can be built.

### Relationship Building

The mobile Internet can go further than just extending the platform for current online government services. It can be the platform to build a relationship with the user, offering personalised services in a far more convenient manner. In doing this, government and the public sector can extend the reach of its services, involve the citizen in decision making and make services far more interactive.

The Government has identified the use of smartcard technology as a potential platform for the delivery of transactional e-government services. Many local authorities, such as Bracknell Forest Council, are pioneering its use in service delivery. Transport for London is using its Oyster Card for travel services in the capital and has plans to allow for topping up the Oyster card via a mobile handset. However, SIM card technology can perform these functions using a mobile handset itself and without the need for an additional piece of plastic in your wallet or handbag. Many purchases – such as movie clips, ring tones and pictures, and cinema tickets – can already be made via mobile handset using the customer's bill, pre-pay card or via credit card. 19 per cent of Londoners who pay the Congestion Charge choose to do so via text messaging, having first registered their credit cards over the Internet.

### Case Study 7: UK Rail Service



Mobile service provider Kizoom operates a cross-network service allowing rail users to look up timetables or check on delays through live links to station departure and arrival boards over the mobile Internet.

The service uses sophisticated personal 'history' trails to optimise selection of stations and journey routes based on recognition of the user's phone number so there is no need for user names or passwords.

Through usage, the service develops knowledge of the user's rail travel patterns, and consequently use becomes increasingly effortless for the user. If required, the service can auto-locate the user through the geographic location of their handset to aid the selection of a new station.

### Case Study 6: Fife Fire & Rescue Service



Fife Fire & Rescue Service has initiated the use of photo and video messaging using the Orange mobile network to capture images at the scene of an accident.

Fife Fire & Rescue Service has implemented Photo Messaging to:

- send real-time pictures of casualties from the scene of an accident to hospitals
- enable consultants in the A&E department of the Queen Margaret Hospital in Dundee to assess the extent of injuries
- help mobilise the appropriate medical teams both at the scene and the hospital



preferred to receive personal results in this way rather actually speak to a person. The technology allowed the NHS to have a trusted relationship with the patient without causing anxiety or embarrassment.

## 6. Conclusion and Recommendations

The mobile handset has become an essential everyday tool for the majority of people in the UK. Whilst the predominant use is still for voice calls and text messages, there is growing evidence of take-up of more advanced data services in both the consumer and business market. This is driven by personalised communication and services channelled to segmented customers based upon their tastes and desires.

Orange believes this approach offers government an innovative way to change the way public services are delivered to citizens in the UK. It has the opportunity to take the lead and harness the growing use of the UK as a 'digital citizen' nation, particularly as new and improved services begin to take-off in the commercial world.

There are clear trends in how mobile technology has developed in both the public and private sectors. In the private sector innovative mobile services continue to spring up from start-up companies, which then get adopted by the bigger players in the market – for example iPlato's text messaging systems for the health sector. The same is true in the public sector, where innovation in the use of mobile technology has tended to be small scale and local before being adopted by organisations on a national basis.

### Recommendation 1: Making the Most of Best Practice

This document highlights several examples of using mobile technology in the public sector to empower frontline workers and provide a better service to the public. Orange has worked to promote these examples of innovation within the public sector, but believe that the additional central co-ordination provided by the Transformational Government strategy should be used to spread best practice around the public sector, especially amongst local authorities.

### Recommendation 2: Fostering Innovation

In order to further exploit the full potential mobile technology has to offer the public sector, the Government should consider making funding available for pilot programmes to be run by public sector organisations in conjunction with private sector service providers. Again, this would allow for a rapid adoption of technology that can have a truly transformational impact on public service providers and users.

### Recommendation 3: Replicating Innovation

Orange believes that the Transformational Government strategy offers an opportunity to create the environment where this local innovation can be rapidly adopted by organisations across the public sector. We would be pleased to support a programme aimed at identifying these innovations and assessing their suitability for replication. Rapid adoption could be achieved through a process of linking these new services into the Government Telecommunications Contract framework to avoid the need for all public sector bodies to assess costs and different providers.

### Case Study 8: LondonWaste

London Waste is a consortium involving seven North London Borough Councils and private sector waste management company Sita UK.



The Boroughs of Barnet, Camden, Enfield, Islington, Hackney, Haringey and Waltham Forest all use LondonWaste for a full range of waste disposal services, including recycling.

LondonWaste uses the Orange FleetLink service a mobile telemetry solution installed inside 32 of their vehicles which tracks service performance, fuel costs and routings as part of its Vehicle Management System, thereby helping the company manage its costs and local authorities manage their civic amenity sites .

### Further Information

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