

## **ANNEX 1: EXAMPLES AND ILLUSTRATIONS** (Part 3: Stage 3 Examples and Illustrations)

This annex contains examples of the use of some of the methods listed in the paper together with a number of illustrations of the outputs. These are real-life examples drawn from various parts of Government, both local and central, and from the private sector.

In some cases there is both an example of activity and an illustration of output from the same organisation. In this case this is noted and cross-referred (with hyperlink) in the text. However, this is not always the case and many examples / illustrations stand alone.

### **Use of the table below:**

The table below shows correlation between examples / illustrations and methodologies:

- The 1 – 16 numbering (9 – 16 in this part) corresponds to the numbering of the methodologies in the paper
- Each example / illustration is separately numbered and given in order according to the methodology it best illustrates e.g. those numbered 1.x relate to methodology 1, 5.x to methodology 5 etc.
- Each example / illustration is annotated in columns to show which sector and usage it relates to, which page it appears on and which methodology it relates to.  
*(Note that the annex has been split for size reasons, but that page numbering continues from one part to the next)*
- To go straight to a particular illustration to view use the hyperlinks in the illustration column. (Hover over the relevant number in the illustration column and (CTRL + click))

Illustration	Sector *	G2C / G2B **	Page	STAGE 1: Basic Rules				STAGE 2: Lay Foundations				STAGE 3: Develop your ongoing plan							
				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
<a href="#">9.1</a>	CG	G2C	26										■						
<a href="#">9.2</a>	CG	G2C	28										■						
<a href="#">10.1</a>	CG	G2C, G2B	29					■	■					■					
<a href="#">10.2</a>	CG	G2C, G2B	30					■	■					■					
<a href="#">10.3</a>	CG	G2C, G2B	32											■					
<a href="#">11.1</a>	CG	G2B	33												■				
<a href="#">11.2</a>	LA	G2C	35												■				
<a href="#">12.1</a>	CG	G2B	38													■			
<a href="#">12.2</a>	CG	G2C, G2B	39													■			
<a href="#">13.1</a>	CG	G2C, G2B	40														■		
<a href="#">13.2</a>	CG	G2C, G2B	41														■		
<a href="#">13.3</a>	LA	G2C	41														■		
<a href="#">13.4</a>	CG	G2C	42														■		
<a href="#">14.1</a>	CG	G2B	44															■	
<a href="#">14.2</a>	CG	G2C	44															■	
<a href="#">14.3</a>	CG	G2B	44															■	
<a href="#">14.4</a>	CG	G2C	46															■	
<a href="#">14.5</a>	LA	G2C, G2B	51																■
<a href="#">15.1</a>	LA	G2C	52																■
<a href="#">15.2</a>	LA	G2C	53																■
<a href="#">16.1</a>	CG	G2C	54																■

- \* CG: Central Government  
LA: Local Authority  
GA: Government Agency  
PS: Private Sector
  
- \*\* G2C: Government to Citizen  
G2B: Government to Business  
B2C: Business to Citizen / Consumer

## STAGE 3: ONGOING STRATEGIC PLAN

### 9. OVERALL CONTACT STRATEGY

#### ACTIVITY

9.1 Demonstrating how DfES put understanding end-users at the heart of their approach is their System Reform model: a problem solving tool in the policy context to help people across the Department who are dealing with design, implementation or delivery.

The approach can be used in a number of ways, for instance:

- Early policy development: to identify the interaction, what motivations and capacities are needed to deliver the outcome and therefore what levers you might want to use
- Review of poor performance: to identify why a particular outcome is not happening – gaps in levers, ineffective use of levers, barriers in intermediary agencies etc
- Simplifying the system: identify where there are opportunities to rationalise intermediary agencies and / or *stop* doing particular things as they don't impact on outcomes

The model includes a number of steps:

- Define the outcome
- Identifying the interactions that achieves the outcome
- Defining what behaviours people need
- Identifying what motivations are needed to deliver the interaction
- Defining what capacities people need
- Choosing what levers the department uses
- Identifying levers for different groups of providers and children, parents and learners

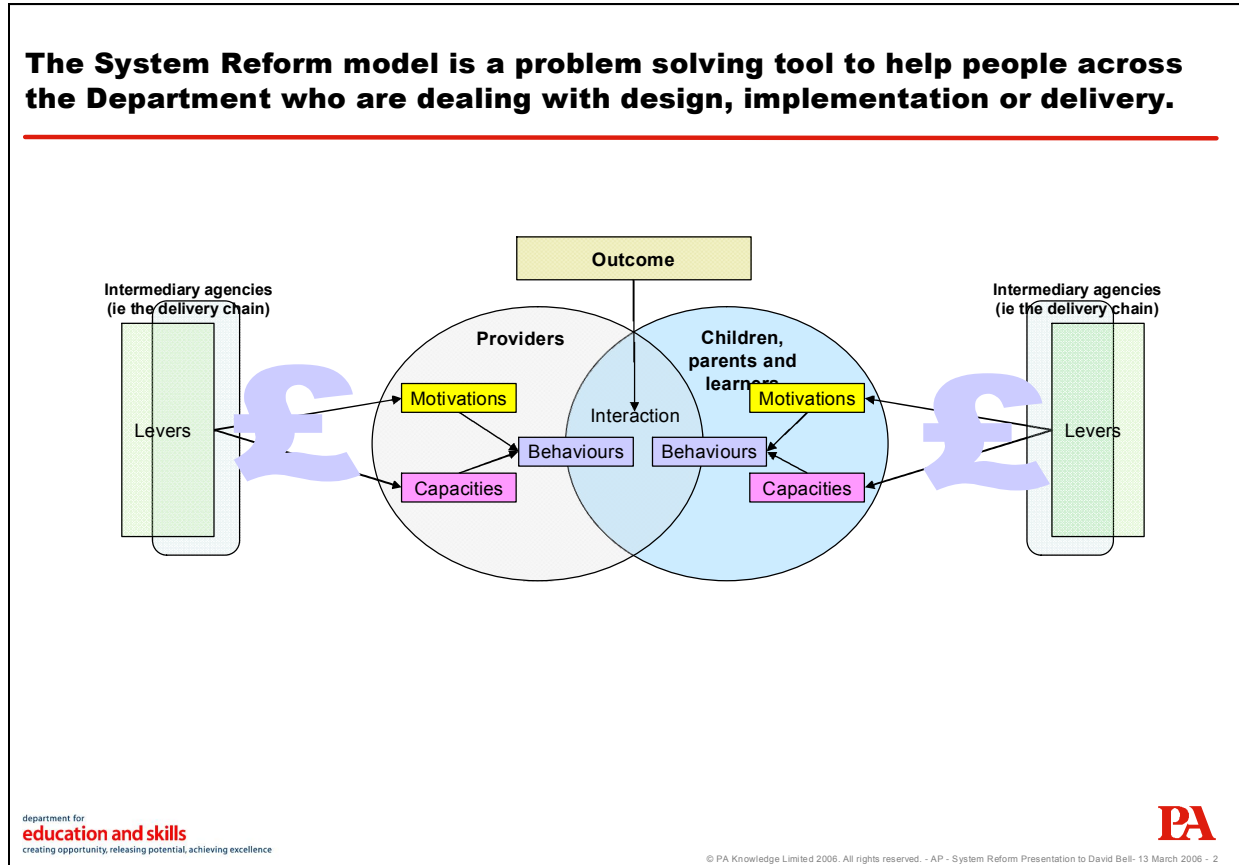
- Developing the full set of levers for the outcome
- Identifying the resources associated with each lever
- Defining the role for intermediary agencies

(A diagram showing the components of the System Reform model appears at [9.2](#))

***Illustration 9.1: DfES: Overall contact strategy – General illustration***

# OUTPUT

## 9.2 DfES



*Illustration 9.2: DfES: Overall contact strategy – General illustration*

## 10 TOTAL COST TO SERVE CALCULATIONS

### ACTIVITY

10.1 HMRC are starting to map cost to serve against individual elements of the customer journey, identifying costs to serve today and the potential for streamlining in the future.

In doing this they are examining what the customer experience of interacting with HMRC currently entails and what the areas for improvement may be. For instance, what should a good customer experience look like and how can internal focus be changed away from separate products and transactions to looking at the customer as a whole.

Customer journey work entails looking at an interaction from a customer's view and seeking to identify the cost to the customer of that interaction, both in visible costs of phone calls, etc. but also in hidden costs around inconvenience, hassle and confusion. This sets the customer journey in the context of the customer circumstances – and all the other pressures, issues and relationships they have. The journey can then be translated into a pattern of contact.

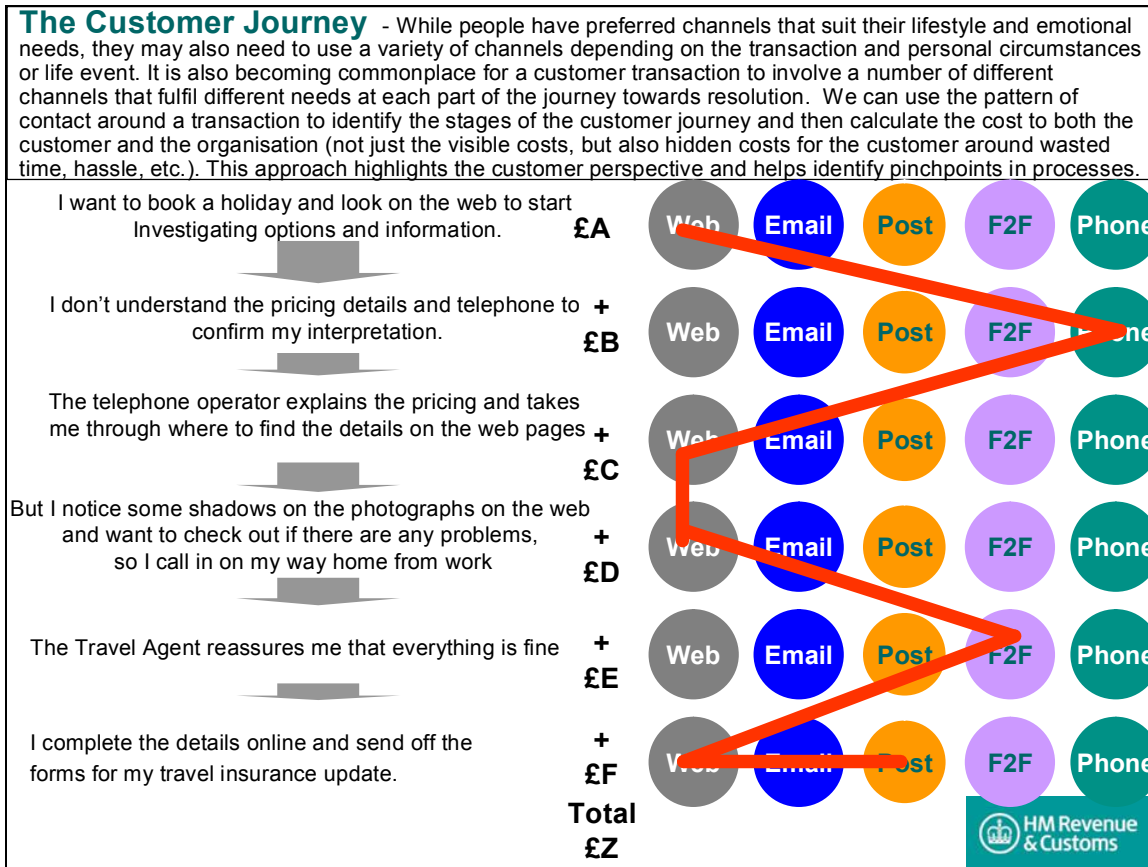
The pattern of contacts for the customer and the organisation can be illustrated, and a price put on the micro inefficiencies identified. This type of approach will also serve to highlight to frontline staff the immediate impact of contact handling and processes on the customer, and help tap into innovation and new ideas. Modelling the future pattern of interactions shows not just how they could be simplified, but also how they could better meet customer need by tailoring the use of channel, timeliness and proactive reassurance. Using patterns in this way feeds a cycle of continuous improvement – illustrating how upstream investment in the customer delivers downstream efficiency. Inherent in this is the need to establish a methodology for looking at costs.

Examples of patterns around booking a holiday are shown in illustration [10.2](#). This is very much work in progress, to develop this concept around HMRC customers and transactions.

*Illustration 10.1: HMRC: Identify realisable savings - Track customer movement and calculate cost*

# OUTPUT

## 10.2 HMRC



### Customer Journey – The Travel Company.

We provide our holiday details online, but we still get telephone calls for reassurance and customers calling in face to face. We track this customer's journey to highlight where the difficulties are to look for areas for improvement.

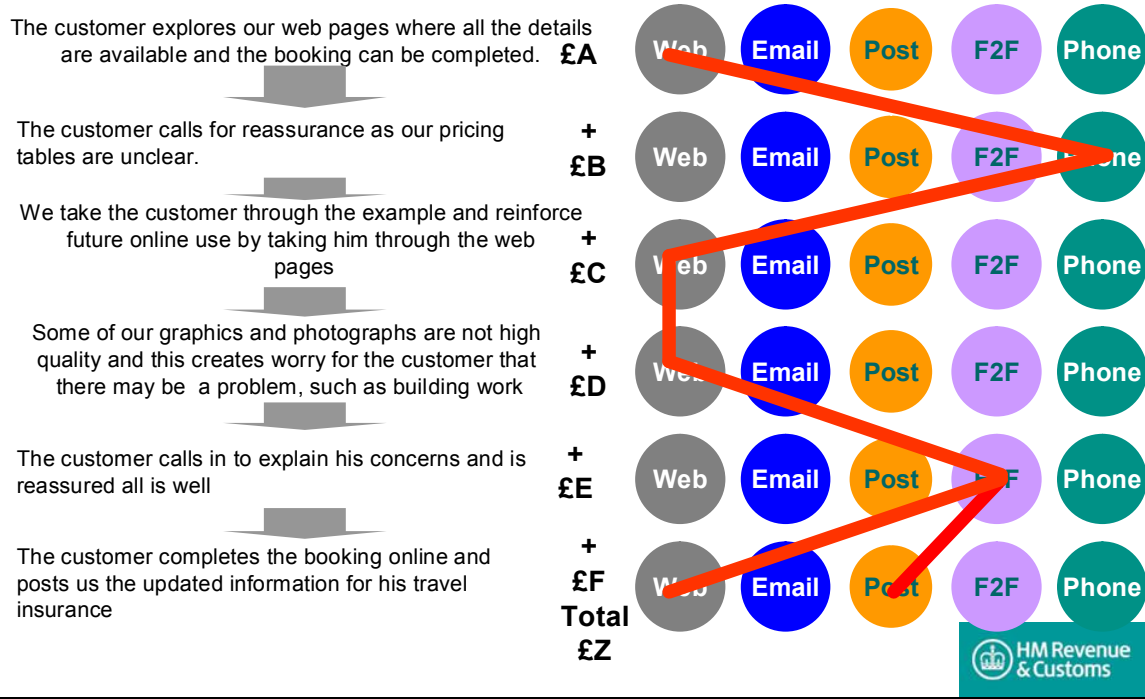


Illustration 10.2: Identify realisable savings - Track customer movement and calculate cost

10.3 HMRC

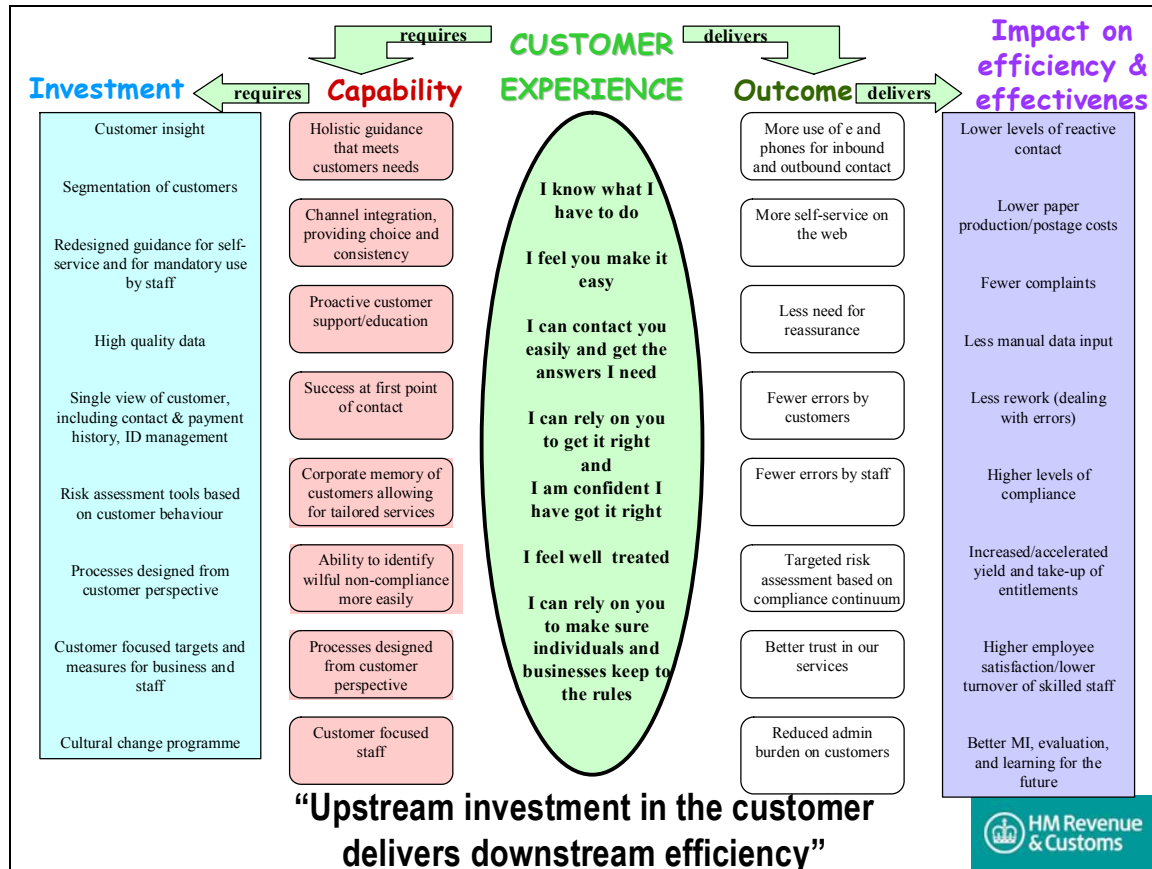


Illustration 10.3: HMRC: Identify realisable savings – General illustration

## 11. FUTURE BUSINESS AND CITIZEN BEHAVIOUR PATTERNS

### ACTIVITY

11.1 Companies House uses Market Research to aid in the prediction of future channels usage, in particular to assess action necessary to promote the use of electronic channels:

Autumn 2006 will see the 3<sup>rd</sup> annual surveys of Companies House's filing customer base. These surveys have enabled Companies House to plot trends in terms of filing behaviour and attitudes which web-based applications cannot uncover. The surveys of DIY filers and Accountants have been central to shaping the product development, policy changes and promotional messages which have been deployed to encourage customers to shift towards 'e' channels over the past 2 years.

Research demonstrated that between 2004 and 2005 customer awareness of the Companies House WebFiling service progressed to near 100% among accountants and over 80% of DIY filing companies. It showed that nearly a third of filing customers had started WebFiling, and that the overriding benefits perceived by this group of customers were ease of use and cost savings. The research revealed that, whilst customers are not dissatisfied with filing on paper, the percentage that would *never* consider filing electronically has reduced to only approximately 10%.

Crucially the research demonstrated that there is a growing appetite for online filing as customers' understanding of its benefits over paper filing grows. Appetite for accessing Companies House services via the Government Gateway is high. Demand for SMS services is lower than anticipated, as accountants continue to view this as 'intrusive'. Demand for Digital TV access to Companies House is almost non-existent.

The above research has shaped the choice of channel development and roadmap for Government Gateway engagement. Thanks to the research findings the emphasis of online filing promotional activity has shifted away from awareness generation, towards calls to action in 2005. Regional seminars and an online demonstration programme were both devised and launched in 2005 to respond to research conclusions surrounding lack of customer understanding and perceived need for product education.

Research has shown that development of SMS services is not yet appropriate. Future research will probe more in this area and as and when customer demand for this and other currently unutilised channels shifts, priorities regarding channel development will be reviewed.

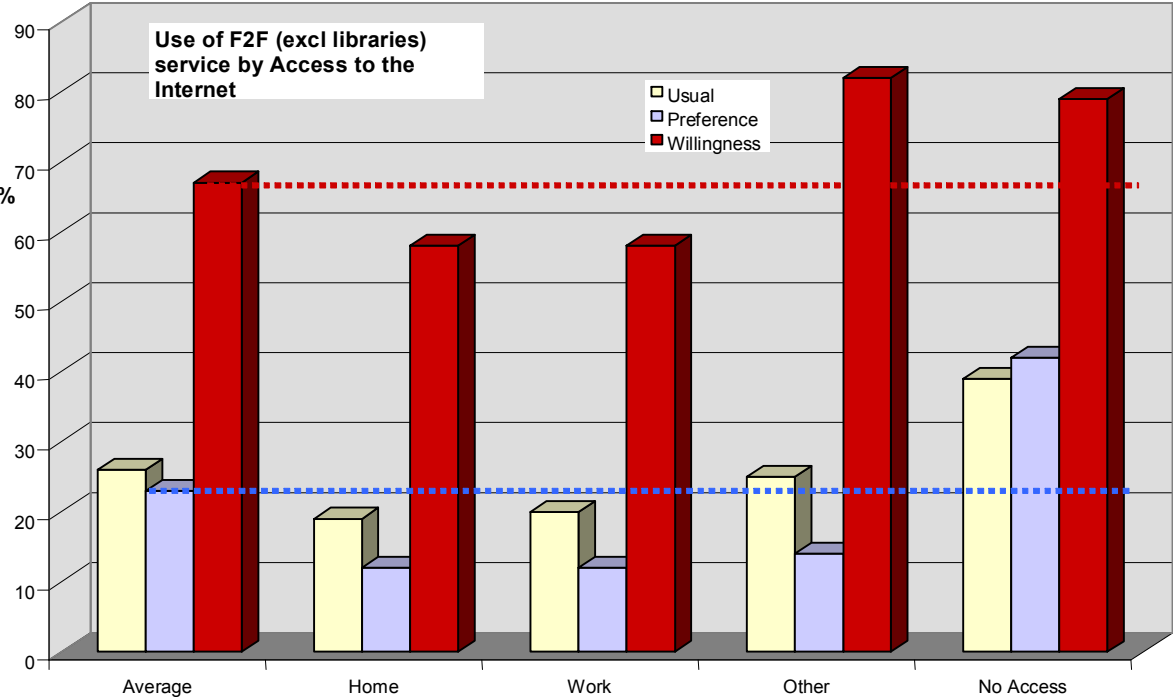
Heightened concerns regarding the threat of identity theft using Companies House forms have led to promotion of a 3 point plan for companies to protect themselves from fraud and to substantially raise the priority of developing a universally accessible Monitor service on the website. This service provides email alerts to companies that wish to be informed as soon as any changes are made to their record.

*Illustration 11.1: Companies House: Future business and citizen behaviour patterns – General illustration*

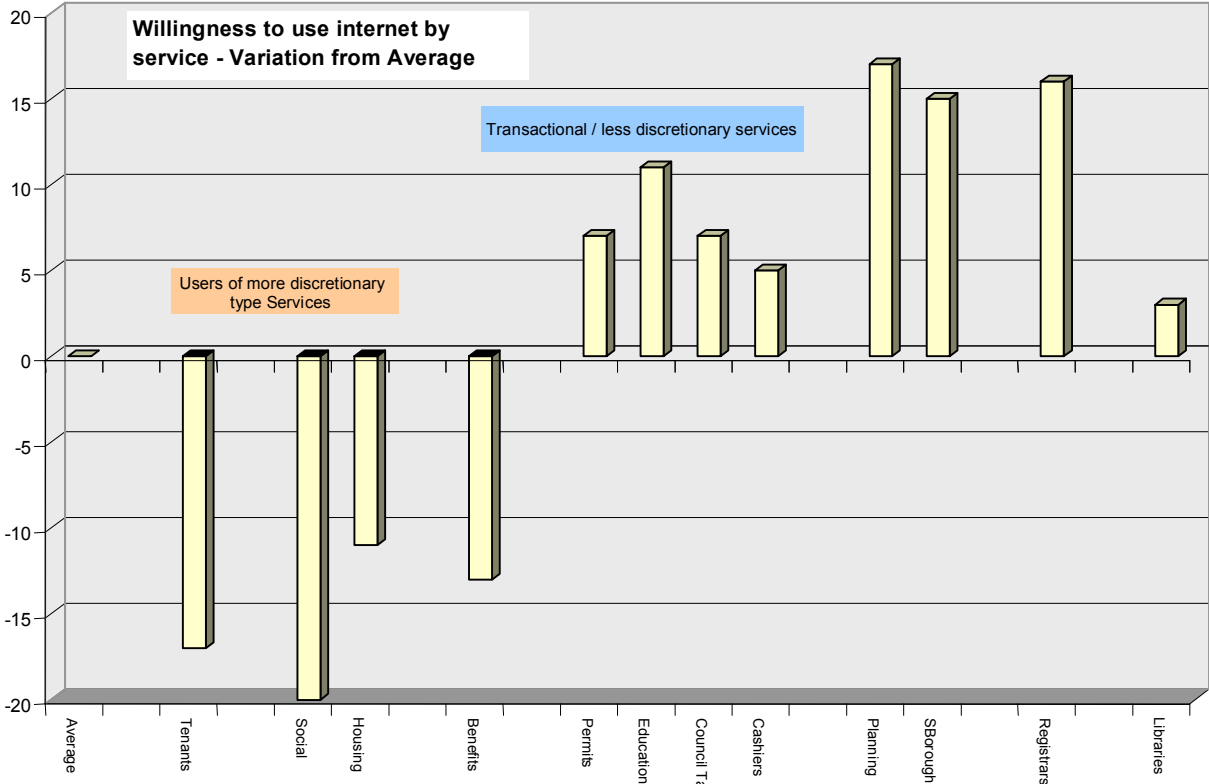
**OUTPUT**

11.2 The London Borough of Hammersmith and Fulham

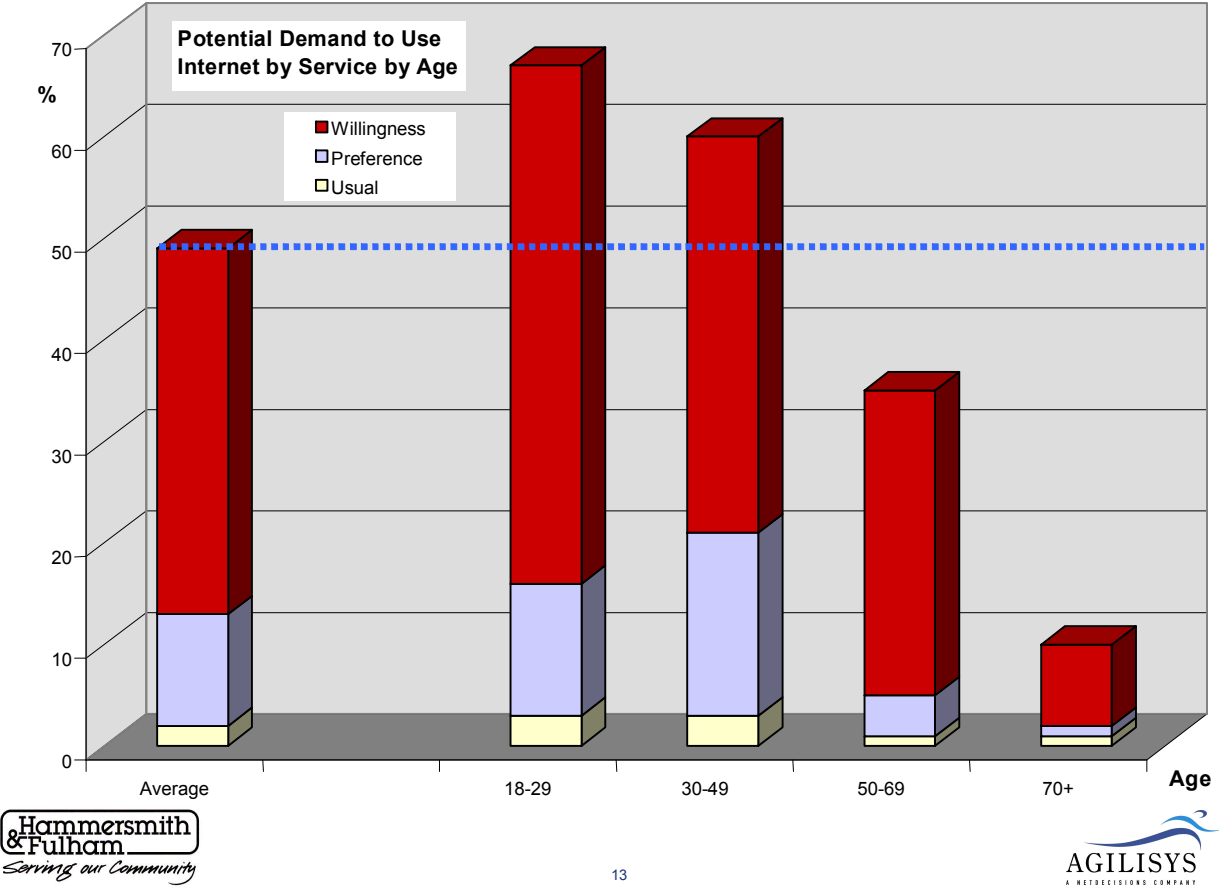
**F2F access preferred amongst groups with no internet access at Home or Work**



# The Survey showed – some services more amenable for Internet



### Younger age groups have higher preference & willingness for the Internet



**Illustration 11.2: London Borough of Hammersmith & Fulham: Future business and citizen behaviour patterns**

## COMPLIANCE AND REGULATORY FACTORS

### ACTIVITY

12.1 Companies House experiences a number of factors which can restrict channels usage (see 2.3 in Stage 1), but some have been overcome to enable the introduction of services across new channels:

The completion of a paper transaction to incorporate a company requires the completion of a statutory declaration of compliance with all the legal requirements relating to the incorporation of a company. This must be physically signed by a solicitor who is forming the company, or by one of the people named as a director or company secretary on Form 10; and must be signed in the presence of a commissioner for oaths, a notary public, a justice of the peace or a solicitor.

Use of legislation in 2001 meant that it was possible to introduce an electronic incorporation service which no longer requires the statutory declaration in this form. The service has been highly successful, with over a million companies now incorporated electronically and the current take-up rate for the service at around 85% of all incorporations.

***Illustration 12.1: Companies House: Compliance and regulatory factors – Learning points***

## OUTPUT

### 12.2 HMRC's channel strategy aims to maximise *customer* compliance

#### Key Points (1)

- Our channel strategy means the active management of contact with customers to best meet their needs, while minimising the overall cost of contact and maximising compliance
- We will actively manage channels by using a directive and differentiated approach

4



**Illustration 12.2: HMRC: Compliance and regulatory factors**

## 13 NEW CHANNEL COMBINATIONS

### ACTIVITY

13.1 In March 2004 DVLA created a new service which offered a new channel for its customers to re-license their vehicles. The service, Electronic Vehicle Licensing (EVL), enables customers to apply for a licence renewal or declare Statutory Off Road Notification (SORN) online or over the phone.

Insurance and MOT details are checked electronically. Where proof of MOT is required customers need to hold a new style computerised MOT test certificate, which allows automatic electronic checking. Payment can be made using a debit or credit card. The tax disc is then sent to the registered address to be received within 5 working days.

Establishing this service has required partnership between Government departments and with the Private Sector, establishing links with the MOT database and the Motor Insurance Database.

Exemplary partnership working between the DVO Group Customer Insight Team, DVLA and its IT partners in researching customer needs and developing the right customer experience has been fundamental to the creation of EVL.

The EVL service was launched nationally in January 2006. Over 400,000 customers a month use the service at present. To date over 3 million drivers have successfully re-licensed their vehicle on line or by 'phone. As this figure continues to grow, it is estimated that over 5 million customers will have used the service by 2007 and up to 19 million customers by 2008.

The potential demand for this service from DVLA is phenomenal, with some 42 million licensing transactions being carried out every year

(Screen shots of some of the screens in the DVLA service are shown at [13.4](#))

***Illustration 13.1: DVLA: New channel combinations – IT innovation***

13.2 Making the company names index available free-of-charge on the Companies House website has allowed prospective company incorporators to check online if their preferred company name has already been taken. Previously this would have required a telephone call to Companies House.

Companies House are also currently developing document tracking options that will allow customers to check online the status of any document they have submitted electronically, from submission through to entry on the public record. This sort of check is a major source of telephone enquiries to the Companies House e-filing administration team.

***Illustration 13.2: Companies House: New channel combinations – Empowerment***

13.3 East Riding of Yorkshire Council has piloted a number of mobile solutions. The solutions have been piloted in

- Adults' care assessment
- Occupational therapy assessments
- Community alarms / wardens
- Planning and building control
- Accommodation services inspection process activities
- North Eastern Fisheries
- Revenues and Benefits

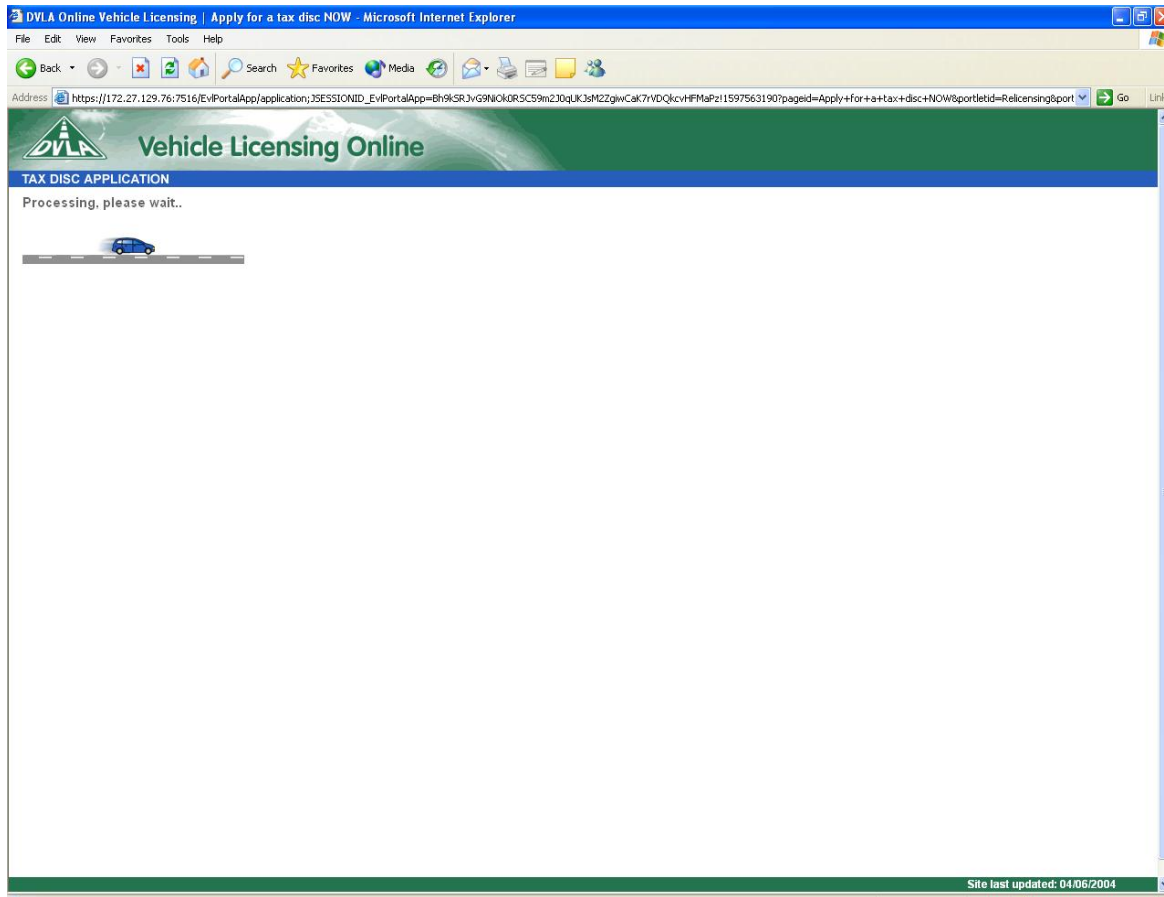
With potential for improvement in many areas:

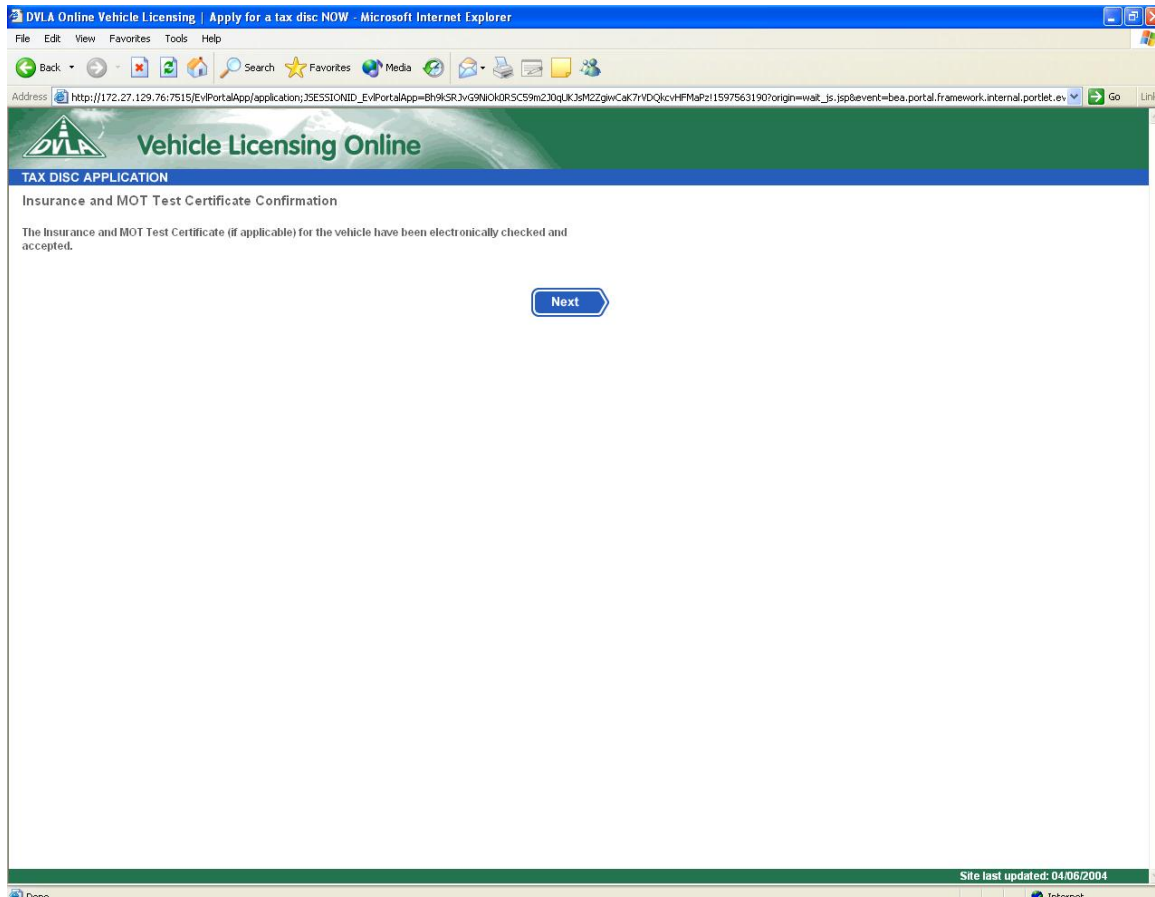
- Data is captured and processed at the point of contact
- Fewer paper forms
- Quicker processing time: Benefits reduced by 20 days
- Improved efficiency: estimated 350, 000 home visits
- Reduction in paper: 300,000 carbon copies

***Illustration 13.3: East Riding of Yorkshire Council: New channel combinations – IT innovation***

# OUTPUT

## 13.4 DVLA





**Illustration 13.4: DVLA: New channel combinations – IT innovation**

## 14 CHANNEL MIGRATION

### ACTIVITY

14.1 Companies House's 2004 customer research showed that substantial numbers of Companies House filing customers were prepared to shift from paper to online filing if filing fees provided some form of incentive. This enabled Companies House to understand the potential impact of a fees differential which cost recovery rules could justify.

The £15 differential which came into effect in February 2005 did indeed have an immediate and significant impact on customers' choice of channel for filing annual returns.

Awareness of the fee differential was successfully generated using online and press advertising as well as via direct mail.

*Illustration 14.1: Companies House: Channel migration – Marketing and incentivising*

14.2 HMRC's segmentation for individual customers shows how different customer segment needs will be addressed, and customers made aware of the advantages of alternative channels and signposted to them. Examples of this are shown at [14.4](#).

In addition, the HMRC customer journey work illustrated at 10.2 will begin to identify the business case, from the perspective of both customer and department in actively managing channels.

*Illustration 14.2: HMRC: Channel migration – Customer education and enablement*

14.3 In 1998 Companies House satisfied on average over 8,000 microfiche orders per day. At this time its customer base was largely content with performing company searches using these miniaturised images of company documents on sheets of microfilm.

In the same year Companies House introduced initial document download options which customers could use as an alternative to examining microfiche. Positive customer reaction to these first download options which only involved images of company accounts encouraged us to extend this development to cover other document types and then to present documents in a range of packages that satisfied specific types of company search (as defined by customer research.)

By 2001, more company searches were being satisfied online than by microfiche thanks to the successful delivery of an attractive and effective online alternative. In 2002 the decision was made to stop up-dating microfiche records. The market was given 12 months' notice and an extensive communications programme successfully ensured that there was no significant customer backlash to this move. Since 2003 an 'archive' microfiche has remained available but order volumes satisfied by a dramatically lower-scale operation stand at less than 60 units per day. Under cost recovery rules, the next review of Companies House fees will make this product more expensive and help ensure that remaining customers move voluntarily onto online alternatives before this product is withdrawn altogether.

***Illustration 14.3: Companies House: Channel migration – Degrading or closing channels***

# OUTPUT

## 14.4 HMRC


<b>Segment 1</b>		<b>12% of population</b>
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<p style="text-align: center;"><b>Defining Characteristics</b></p> <ul style="list-style-type: none"> <li>• This group tend to be older (46-48 years compared to the average population of 44 years) and have lower average income, with smaller household sizes and lower educational attainment.</li> <li>• Mixture of services generate contact, including some SA Self employed. Which engenders a feeling of complexity.</li> <li>• Channel use of face-to-face and 'phone is driven by habit and need for human interaction.</li> <li>• Not generally PC literate and lack trust/confidence in services they have not tried before.</li> </ul>	<p style="text-align: center;"><b>Example Treatments</b></p> <ul style="list-style-type: none"> <li>• Be directive for self employed moving services that do not need to be face to face to phone channels</li> <li>• Gradually educate target customers on the benefits of using automated systems for simple, low complexity contacts (e.g. Informational contacts)</li> <li>• Provide reassurance that there is good phone service</li> <li>• Ensure the F2F channel signpost this group to phone/automated phone channels.</li> </ul>
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Channel Behaviour and Preferences		
Preferred channel <b>F2F/Phone</b>	2 <sup>nd</sup> Choice channel <b>Phone/F2F</b>	Migration to 2 <sup>nd</sup> Choice is a problem <b>No</b>



**Segment 2**

**18%  
of population**

**Defining Characteristics**

- This group tend to be slightly older (46 years compared to the average population of 44 years) and have lower average earnings (£23k compared to the average population of £30k) and educational attainment
- Although they don't feel their affairs are complex their contact frequency is 29% higher than average (7 contacts). They are more likely to have CTC (54%), WTC (49%) and Child Benefit (33%)
- They strongly prefer the phone channel (85% compared to 43% of the population) and this is driven by need for human interaction and speed
- This group are strong rejecters of online and Face to Face channels and it is very resistant to channel migration. In particular they are very unlikely to have a computer or access to the internet.

**Channel Behaviour and Preferences**

Preferred channel <b>Phone</b>	2 <sup>nd</sup> Choice channel <b>Post</b>	Migration to 2 <sup>nd</sup> Choice is a problem <b>Yes</b>
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**Example Treatments**

- Reduce the cost of serving this segment on the phone by pushing more contact to automated phone channels
- When automation capabilities are in place, inform and educate target customer about how to use automated systems - emphasising its benefits when dealing with low complexity contacts
- Do not actively try to move this segment online as efforts will be wasted



**Segment 3**



**37%  
of population**

### Defining Characteristics

- Individuals in this segment use post through habit, because they were recommended by HMRC to use this channel and because they also have a need to keep records of interactions.
- Some would consider using the 'phone, but would need confidence they could get through.
- They are likely to be dealing with CTC (58-63%), WTC (41-50%) and Child Benefit (37-45%)
- Some would not have a problem moving to online channels, but they would need to understand technology and would like to see an improved HMRC website.
- Ownership of PCs and use of the Internet is mixed (50/50).

### Channel Behaviour and Preferences

Preferred channel <b>Post</b>	2 <sup>nd</sup> Choice channel <b>Phone/Online</b>	Migration to 2 <sup>nd</sup> Choice is a problem <b>Yes - but not strongly</b>
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### Example Treatments

- Show customers in this segment that it's possible to maintain records using lower cost channels. Emphasising speed and convenience of other channels will not motivate this group.
- Provide automated 'phone channels to provide reassurance contact
- Prompt more use of 'phone rather than encouraging written communication with service standards to reassure they will get through.
- Provide 'step by step' guidance on how to access and use the online channel for specific contacts (e.g. information)
- Provide simple guidance on how to keep important records online.



**Segment 4**



**25%  
of population**

### Defining Characteristics

- Younger than average (40-41 years compared to the average population of 44 years)
- Tend to have a positive attitude to online services (43-49% compared to 37% of the population), with some use of home banking and other online purchases. They tend not to use HMRC online services because they lack information, Internet access or broadband Internet access and see lack of human interaction as a barrier to migration.
- They are more likely to use the phone because to them the phone provides more convenience and human interaction/help.
- They tend to have higher than average contact (7-7.3 contacts) with HMRC and dislike post as a channel, driven by the importance they place on convenience and human interaction

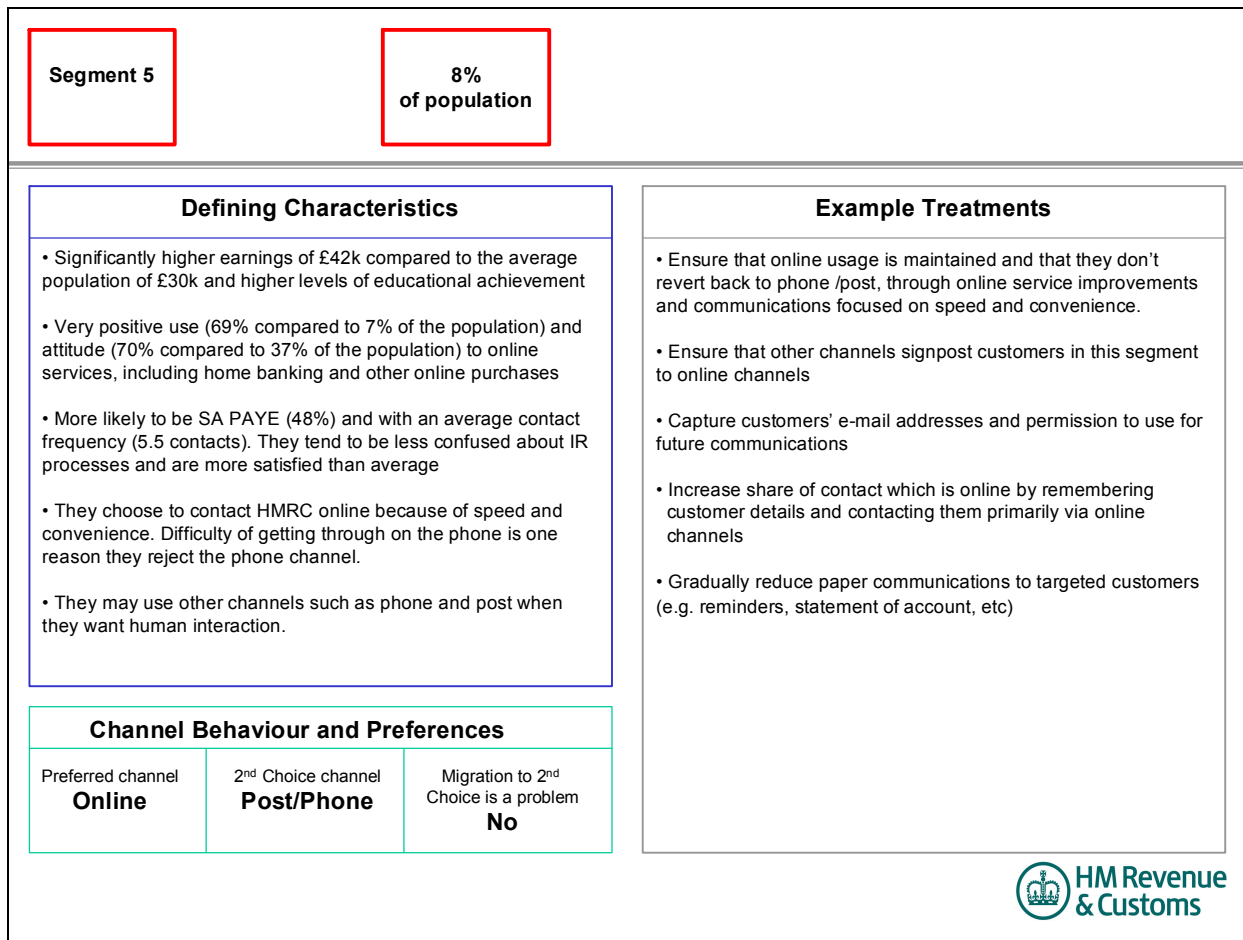
### Channel Behaviour and Preferences

Preferred channel <b>Phone</b>	2 <sup>nd</sup> Choice channel <b>Online</b>	Migration to 2 <sup>nd</sup> Choice is a problem <b>Yes but not strongly</b>
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### Example Treatments


- Provide guidance and information about the benefits of using online channels for specific contacts, focusing on speed and efficiency.
- The priority is to migrate more transactions to online channels. They would be encouraged to use online services if:
  - They received assistance and advice with how to use HMRC web services
  - The HMRC website was improved, particularly in terms of ease-of-use and providing clear instructions
  - They received help with Internet access
- Communication intended to educate and migrate to online must always emphasise that telephone support is available for web usage
- Ensure that other channels signpost customers in this segment to online channels
- Provide links from non-HMRC online services that they may already be using (e.g. banking) and 3rd party organisations (Bounty packs) to educate on online services.
- Importance of convenience and younger profile will make this group more likely to accept channels such as SMS








**Illustration 14.4: HMRC: Channel migration – Customer education and enablement**

14.5 East Riding of Yorkshire Council identify a number of efficiency gains to be made in their Channel Strategy:



## Efficiency gains

- Promotes self service/releases staff
- Improved service availability
- Opportunity to review and streamline process
- Integration between front and back office systems/processes
- Improved financial management
- Facilitates joint working and shared infrastructure



*Illustration 14.5: East Riding of Yorkshire Council: Channel Migration - Business case*

## 15 INSPIRE JOINED-UP SERVICES

### ACTIVITY

15.1 East Riding of Yorkshire Council has worked with a number of partners to achieve joined-up Government:

As part of their CitizenLink project:

- Citizen's advice bureaux
- Legal Aid Solicitors
- Humberside Police
- Jobcentre Plus
- Children's Trust

Other direct partners:

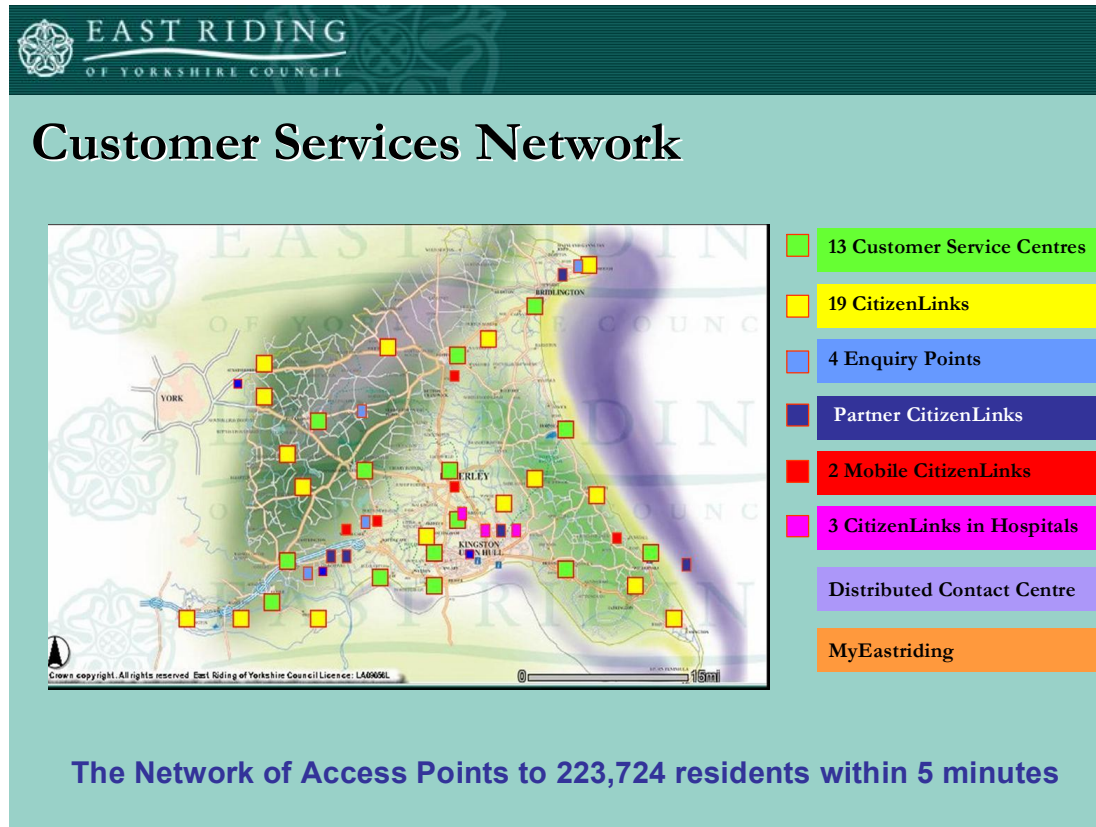
- Hospitals
- P.A.L.S
- Drug Action Team
- Connexions

A diagram showing the customer services network is at [15.2](#)

*Illustration 15.1: East Riding of Yorkshire Council: Inspire joined-up services – General illustration*

## OUTPUT

### 15.2 East Riding of Yorkshire Council



Citizenlink is a network of videolink access points which enables customers to contact the East Riding of Yorkshire Council via the Customer Service Centre Network without the need for computer skills. Citizenlink access points are in all the thirteen Customer Service Centres and in 19 external kiosks in local communities.

*Illustration 15.2: East Riding of Yorkshire Council: Inspire joined-up services – General illustration*

## 16 LEARNING AND INNOVATION

### ACTIVITY

16.1 DVO Group instances a number of findings relating to website usage which point up the need for continuous improvement to services:

- To find a website without the URL, 93% of motorists would use a search engine in the first instance. It is important, therefore, that intuitive language is used on government websites so that motorists are sign-posted to the relevant pages and that search facilities pick up the commonly used terms
- There is lack of understanding of many of the official terms and a fundamental misunderstanding of others. For example, VED (Vehicle Excise Duty) means nothing to a third of motorists. 'Road tax', 'car tax' and 'tax disc' are the terms commonly used by our customers. (Directgov Motoring Key Words Study, July 2005).

Key developmental findings from various website usability tests 2004 - 2006 include:

- Users prefer clear, simple, uncluttered screens
- The text must be in the users' language. Recurring problems are:
  - **Jargon** (e.g. V11, V5, HRC)
  - **formal or legalistic terms** - 'vehicle registration mark' (number plate),
  - **Wordiness** 'you are in possession of' (you have), 'digital passport' (passport) etc. should be avoided. If it must be used, it needs to be accompanied by a clear explanation.
- Users read web pages differently to printed documents, tending to skim-read in order to find relevant information

- It is important to avoid worrying phrasing or instructions e.g. 'subject to validation checks', 'shared with other organisations'. These must be made more reassuring.
- Customers are unlikely to use a two-stage process where a form has to be partially completed online, then printed, signed and sent by post, as this process is seen to confer little benefit
- Users can be put off by the intrusive nature of a registration process. Its benefit as an aid to their security must be clearly signalled to the user at the start of the process.
- Users have little patience with websites; they feel that simple queries should have direct paths requiring a minimal number of clicks

***Illustration 16.1: DVO Group: Learning and innovation***

## ATTRIBUTIONS AND ACRONYMS

Many thanks to all the Local Authorities, Departments and Agencies which have contributed material used in this annex.

The table below gives expansions of acronyms used in this annex, with contact details where available.

ACRONYM	EXPANSION	CONTACT
-	Companies House	Arthur West <a href="mailto:awest@companieshouse.gov.uk">awest@companieshouse.gov.uk</a>
DfES	Department for Education and Skills	Jonathan Rushforth <a href="mailto:jonathan.rushforth@dfes.gsi.gov.uk">jonathan.rushforth@dfes.gsi.gov.uk</a>
DVLA	Driver and Vehicle Licensing Agency	Noel Shanahan, DVLA Customer Services Director <a href="mailto:noel.shanahan@dvla.gsi.gov.uk">noel.shanahan@dvla.gsi.gov.uk</a>
DVO Group	Driver and Vehicle Operator Group	David Trussler, DVO Commercial Customer Services Director <a href="mailto:David.Trussler@vosa.gov.uk">David.Trussler@vosa.gov.uk</a>
-	East Riding of Yorkshire Council	Brigette Giles, Head of Resource Strategy <a href="mailto:Brigette.giles@eastriding.gov.uk">Brigette.giles@eastriding.gov.uk</a>
HMRC	Her Majesty's Revenue and Customs	Margaret Allcock <a href="mailto:margaret.allcock@hmrc.gsi.gov.uk">margaret.allcock@hmrc.gsi.gov.uk</a>
-	London Borough of Hammersmith and Fulham	Chris Naylor, Head of Customer First <a href="mailto:chris.naylor@lbhf.gov.uk">chris.naylor@lbhf.gov.uk</a>
NWEGG	North West e-Government Group	
VOSA	Vehicle and Operator Services Agency	

## **ANNEX 2: A POSSIBLE MODEL FOR THE PRACTICAL APPLICATION OF MULTI-CHANNEL TRANSFORMATION IN LOCAL GOVERNMENT:**

### **Initial proposal for Local Authority Networked Learning Communities<sup>1</sup>**

*(Based on experiences of working with National College of School Leadership (NCSL))*

#### ***Purposes:***

To enable improvements in access to services for customers and efficiency gains in local authorities through shared learning of policy, practice and procedures in the implementation of a Channels Strategy.

To identify, record and disseminate learning journeys

#### ***Desired outcomes:***

More efficient and effective multi-channel access to service to customers  
Efficiency gains for local authorities as a consequence of channel migration towards more self-service

Shared understanding of application of 'best practice'

Close co-operative working between self-selected 'affinity groups' of Local Authorities (LAs)

#### ***Activities to include:***

Establishment of networks of common interest (self-selected or nominated?)

Facilitation and support mechanisms

Establishment and development of communications network and channels

Monitor progress

Recording and sharing evidence base of learning and consequential improvements

Evaluate effectiveness of specific activities and improve service accordingly

#### ***Role of Cabinet Office (or other agency?)***

Facilitation of whole programme – communications, provision of resource base, facilitation of activities as needed, signposting, reporting progress, etc.

Maintenance and promotion of database of resources and good practice

Promote and support 'applications' from aspirant Local Authority Networked Learning Communities (LANLCs) (maintaining standards of focus and direction)

Ensuring clarity of focus of LANLCs in initial objectives and maintenance of direction

Liaison with other Government departments to promote and seek support for this programme

Seek highest level commitment for these activities – e.g. Members, Chief Executives, Cabinet Office, DCLG, etc.

Seek, enable and support links with external agencies to support LANLC development

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<sup>1</sup> With thanks to Tony Hinkley (Dudley Metropolitan Borough Council)

Enable communication, liaison and sharing between LANLCs (Network to Network learning)

Monitor progress, advise on timescales, etc.

Evaluate effectiveness of activities

Enable dissemination of work

Avoid 'one size fits all' approach – support activities personalised to each community

**Possible approach:**

- Identify, say, 4/5 key approaches (e.g. insight, segmentation, transaction costs/cost to serve, innovation, benefits realisation.)
- Propose or invite affinity groups of LAs where one LA leads on each approach
- Benefits of this approach include less resource needed in each LA, increased shared learning, faster pace of development, reduced replication, increased common regional experience (for customers if networks are geographically based), etc.

**Some key issues:**

- Must be **local authority-wide** proposals (not Directorate); customers need integrated, holistic responses to their needs and currently see separate, discontinuous services
- Possibility to extend the work to **partner organisations** including Health and Police, both of which must have their own work on improvements to access to service either embedded or developing
- This has to be about **people owning their own changes** not a series of courses or meetings (as well you know).
- **Be explicit** about leadership and networked learning, as opposed to networking and sharing information

**Some barriers and challenges**

- **Timescale** –unrealistic timescales are unhelpful though I'd expect some early identification of improvements in approaches and learning
- **Functional siloism** is alive and well in LAs
- **Egos** – Directors are intelligent, independent people who are used to autonomy and power within their directorates and the LA; they may need coaxing to this engagement

**Other points:**

- **Context and timing** are just right – this proposal is needed now
- Need greater **clarity and shared agreement** as to just what is being proposed
- **Learning outcomes** include greater intellectual understanding of methodologies of service improvement; opportunities for structured self-reflection and self-improvement; distributed learning and implications for staff development; improving capitalising on strengths and abilities of employees at all levels; learning together, within & between councils, and sharing the many benefits we already know; improved efficiency and effectiveness of services to our communities;

recruitment and retention of well qualified and competent staff.  
Learning together opens opportunities for unknown and unknowable benefits.

- Interesting **tension** between vertical, discrete funding and accountability streams, and desire for integrated, holistic perspective and operation
- **Middle tier of management**– pushed and pulled on both sides, opportunity for greatest leverage for improvement and where need may be greatest
- **Funding and sources** – to be considered and secured
- **Capitalise** on what's gone before