

Multi-channel Inclusive eGovernment

Session 2 : Building Efficient and Effective Policies and Services



Introduction

In this session we aim to:

- Consider Multi-Channel in the context of “**Building Efficient and Effective Policies and Services**”
- Use selected case studies for illustration
- Extract some learning from cases
- Summarise the key outcomes for sustainable public services for socially excluded people/groups

Building Efficient and Effective Policies and Services

Can Inclusive eGovernment help to deliver efficiency and effectiveness? Four case studies address this:

- Using advanced ICTs to integrate services and to provide state-of-the-art interfaces to services: The GENCAT system for the Catalan Regional Government (ES), and the natural language interfaces for the City of Terrassa (ES)
- Taking a ‘governance’ approach to social exclusion through all aspects of government ‘owning’ the problems: The city-wide policies of the City of Utrecht (NL)
- Reforming and Integrating the Front and Back Office: Crossroads Bank for Social Security (BE)
- Linking the high level policy goals to the local level realities of social exclusion: The Scottish Government (UK) Single Outcome Agreements

A growing trend in multi-channel inclusive eGovernment service design and delivery

This set of cases shows practical examples of:

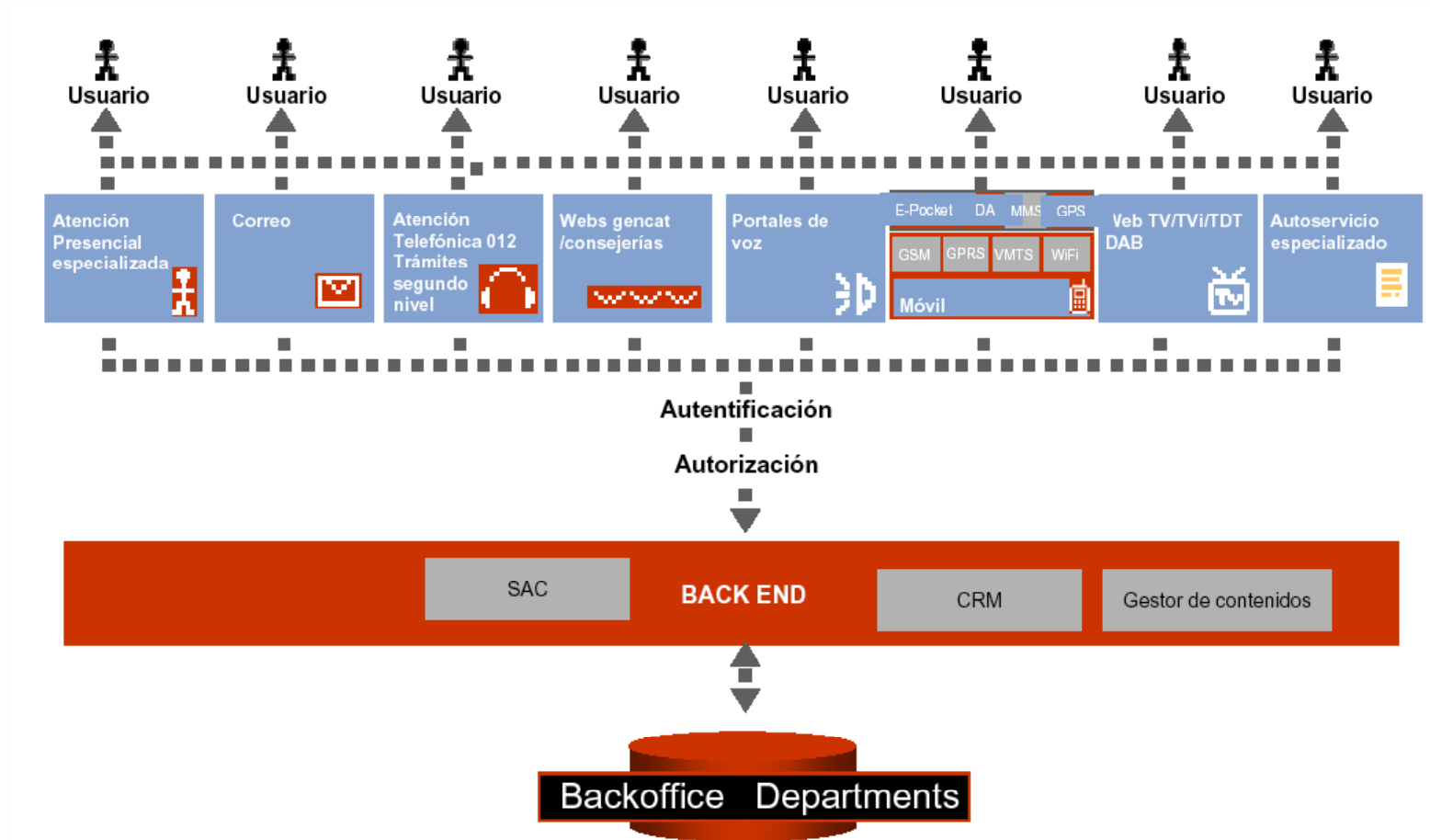
1. An eGovernment portal using a centralised shared-service centre, showing how combining services (Departments/Silos) information allows multi-channel benefits through call centres - using department service information independently of 'service-owning' departments
2. Adding ICT 'access' layers, such as through natural language processing to assist less able citizens who cannot easily use formal searching and Web interaction
3. Adding intermediaries who work with online information and services, and who assist citizens in dealing with difficult circumstances (Partnerships)
4. Using alternatives to data centralisation by exploiting metadata to allow dynamic exchange of data and information "as and when" required (Reconfiguring the distributed service network into a manageable value network)
5. Developing policies and strategies to exploit the ICT innovations as part of a wider societal plan for social inclusion (Distributed governance and organisational transformation for overall social benefit)

Case - Catalunya

- Catalan Regional Government has transformed its services to ensure all citizens, regardless of ability or social inclusion or exclusion, are provided with effective access
- The GENCAT eGovernment portal allows individual agencies to transform service (silo) offerings to meet individual needs
- The new ‘communities’ portal is central to the new ‘value network’, and engages the many NGOs with expertise and interests in specific social issues and problem areas
- Key benefits are easier access to services, faster solving of citizen problems, and the enablement of intermediaries who can use the Web channels to find information in support of their clients

Case - Catalunya

GENCAT - Channels



Case - Catalunya

All common eGovernment portal channels are used with additional technical innovation

- Integrated information and process (services) and style (user access)
- Equal rights of access to all citizens, with special attention where needed (e.g. families).
- Savings in easily automated services fund 'complex' service solutions
- Shared service centre benefits all service areas
- Graded 'contact' strategy invests resources where required
- Community portal engages 10,000 social actors in delivery chain
- Sustainability is managed by regional government

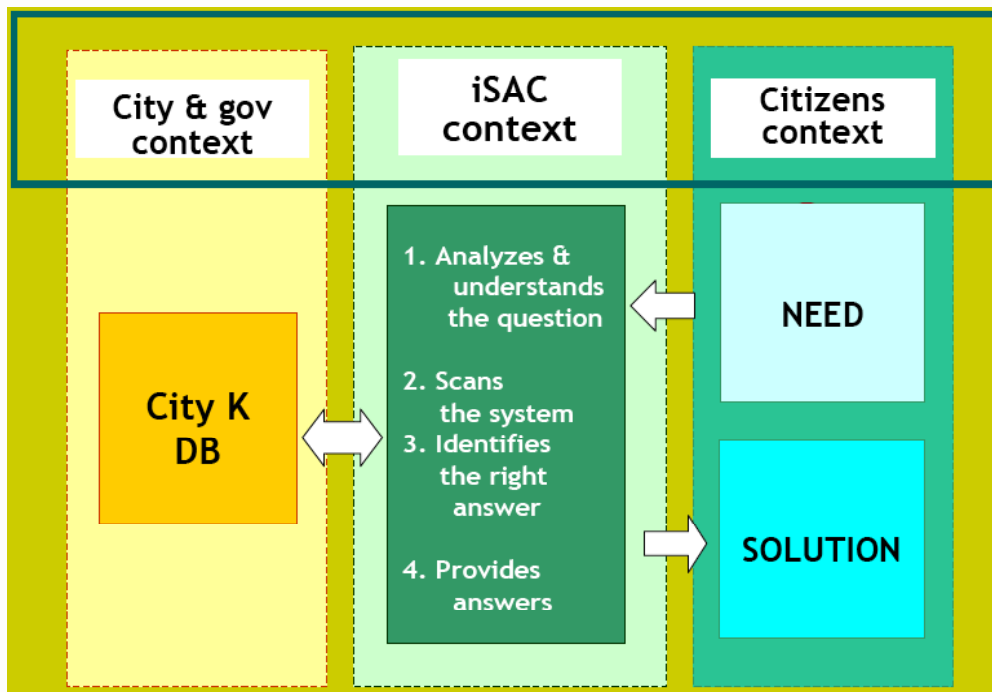
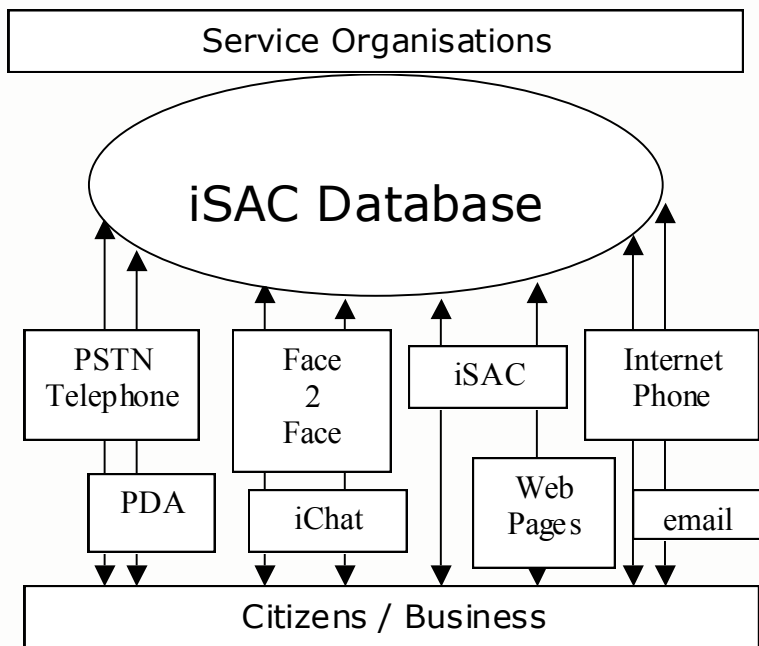
Case - Catalunya

TERRASSA Region (CAT)

- A natural language user interface is added to an integrated service portal to allow all users to search more effectively, and to reduce administrative burden
- Pre-existing channels include face-to-face, online, deaf interpreters, public access points
- All services/channels use common information sources
- Natural language processing technology is part of a semantic ICT network exploiting a detailed service vocabulary, frequently asked question (FAQ), a search engine based on relevant semantics

Case - Catalunya

TERRASSA



Case - Catalunya

TERRASSA – iSAC

- To add semantic search required the integration of all service information and vocabularies
- All service access channels use iSAC at some stage
- Good practice in Web and ICT access being shared with other cities by iSAC
- Language competence is not an issue since iSAC uses statistical models to derive semantics - so all words are deemed to be relevant
- Sustainability of iSAC is based on the efficiency gains it gives to the range of services (efficient and effective)

Case - Catalunya

Efficiency and Effectiveness - Key Points

- Services and service delivery respond to user needs
- Both cases show Back-Office integration as being critical, as is the integration of services and channels through a portal
- Accessibility to services is a key design criterion
 - iSAC is innovation in accessibility for all
 - Creation of community spaces helps the overall governance process (shared model)
 - Problem families need multiple services and mediation
- Usage of external partners is mainly supplier (Call Centre)
- Future partnerships may extend shared governance

Case - Utrecht (NL)

- Social exclusion is set of problems ‘owned’ by the City
- Planning aims to develop a coherent set of interventions

- For “new migrant integration”, some of the service responsibility is devolved to local (migrant) trusted intermediaries who provide:
 - Advice services (currently covering housing and other services)
 - Developing consultation on community facilities, planning and changes in schools, public halls

- Intermediaries and beneficiaries advise the City on:
 - design and delivery of future services,
 - service realisation, for example community centres, schools, kindergartens, language classes)

Case - Utrecht

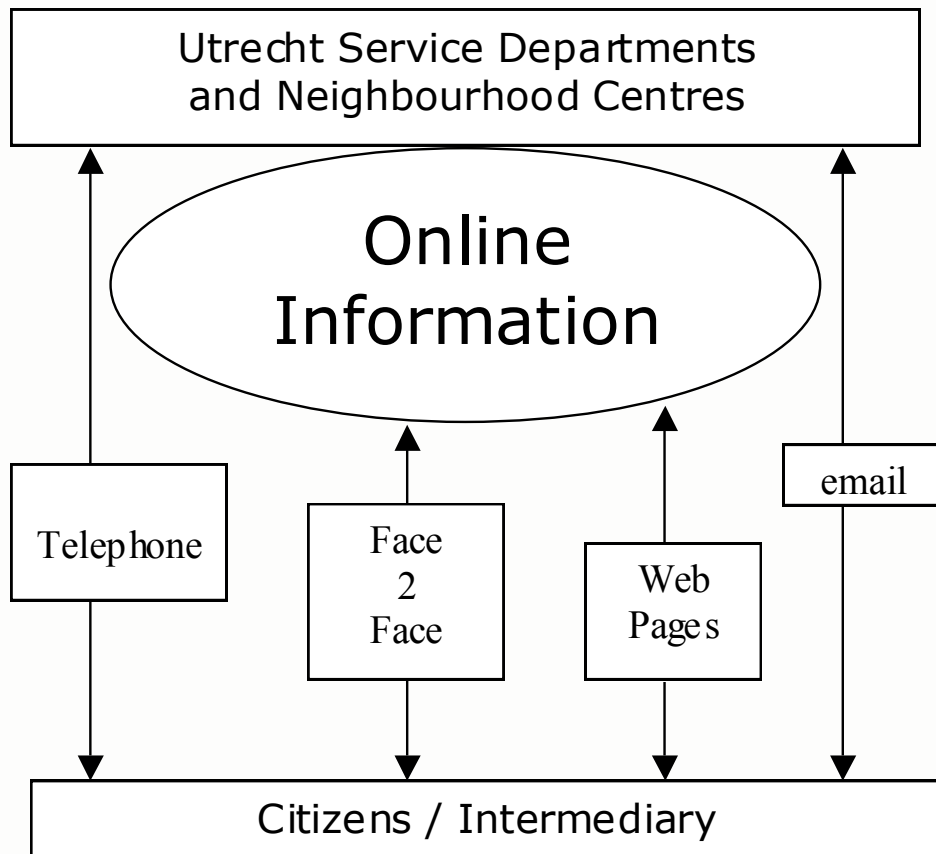
All services are accessible by migrants directly and via mediation.

Direct = Web, email, phone, F2F

Mediation is normally F2F with mediator using all channels plus knowledge

Mediators also host workshops and facilitate community events

Mediator as key channel for service and participation



Case - Utrecht

- Existing multi-channel environment opens services to all actors
- “Inclusive Service” approach is to make services accessible and usable via intermediaries
- Migrants are welcomed but must adapt to language and ways of working with Government
- Mediators are first step in acceptance and ownership in both directions - Government takes ownership of integration problem, solves it by giving ownership of service definition and community spaces to citizens
- This is a process of “assisted integration”
- BUSINESS MODEL is transient and suits intervention
 - Sustainable by City until not required
 - Addresses current trend is service needs, and may change

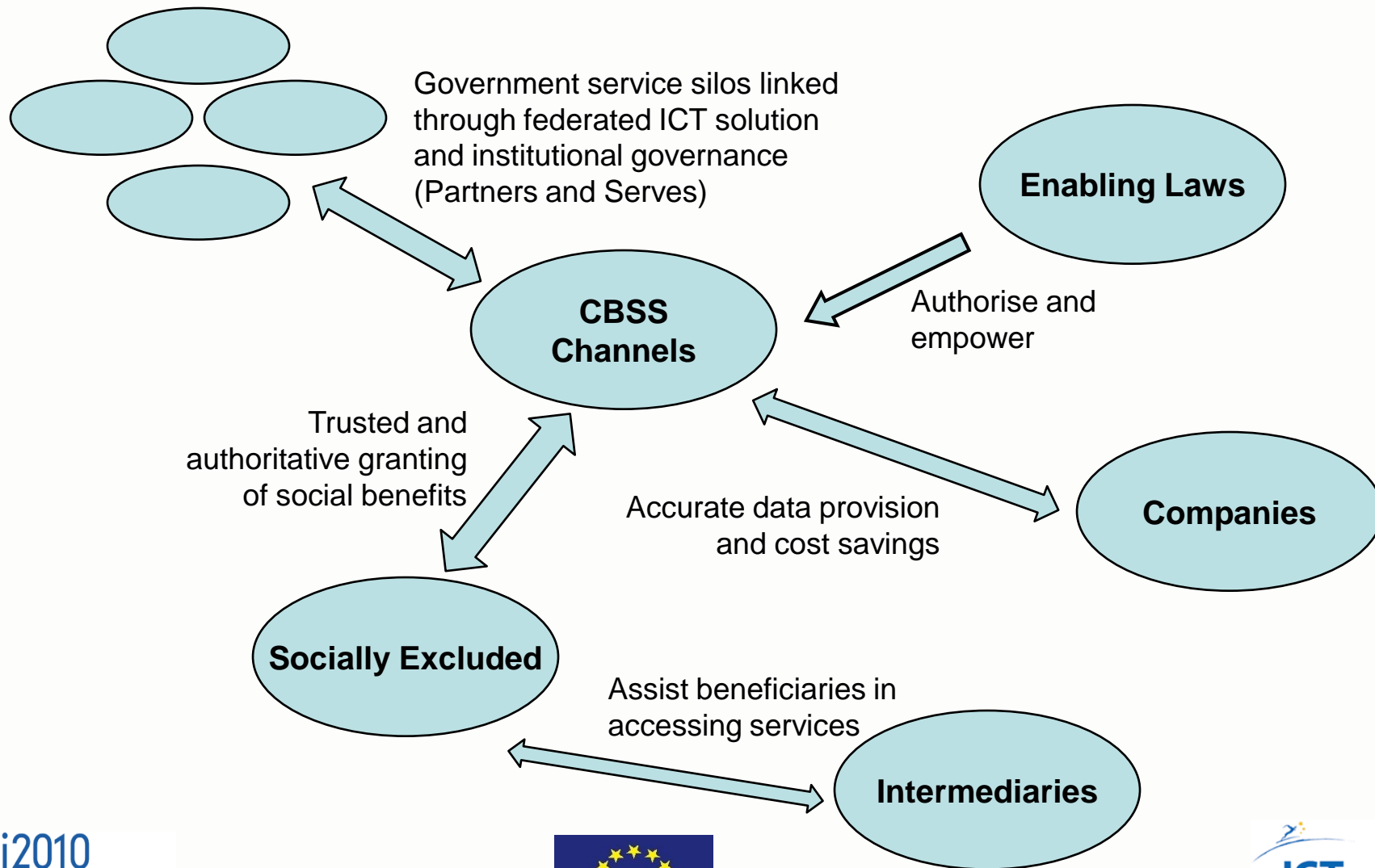
Case - Utrecht

- This case is very much policy-driven
- Welcoming and rapid integration of immigrants is the basic strategy
- Helping through education and advice is not new
- Innovation is through the creation of a 'local' point of contact
 - This makes services work from day one
 - It allows migrants time to adapt
 - It emphasises education and growth
 - Even the intermediary will adapt over time . . .
- Social scientists support strategy (problem migration), and through the 'Wired Up' project at University of Utrecht
- National projects on channel usage inform choices

Case – Crossroads (BE)

- Crossroads Bank for Social Security (CBSS) – responding to service delivery problems in the Belgian Social Security system
 - Difficulties identifying service needs, delays in service provision, administrative burden on information providers, inefficient information processing
- Mission to be the motor of e-government in the social sector
 - Separate Government Organisation which develops sophisticated ICT solution that interoperates across Government Agencies (and their information) and Companies
 - Identifying social security needs proactively for socially excluded citizens
 - Respecting their privacy, while rapidly identifying needs for social benefits
 - Through a trusted reputation to manage sensitive data, permission has now been given to expand the service into Healthcare

Case - Crossroads (BE)



Case - Crossroads (BE)

- Multi-Channel: Extensive, but also user-sensitive
 - The benefits are accessible via a channel chosen by the user, including direct contact, phone, computer, or conventional letter
 - Trust-based confirmation where letters are always sent to citizens relating to benefits, even if the process has been undertaken online
 - Underpinned by federated and event-driven identity management
- Inclusive eGovernment
 - Undertakes search of non-take-up using data-warehousing techniques - minimises the chances of social security needs becoming larger problems
 - Service being expanded to include eHealth. To target healthcare more effectively to patient needs, reduce bureaucracy, contribute to evidence-led healthcare policy, and improve information sharing between healthcare actors

Case - Crossroads (BE)

- Sustainability
- The service is centrally funded by the Government, but is operated on the basis of delivering progressive efficiency gains
- CBSS is operating in a financial model that clearly links investment to outcomes. The CBSS annual budget of €17-18million is funded by part of the total contributions paid by employers, the employees and the self-employed. This allows social sector actors to use the service without direct charge
- €1.7 billion of savings in administrative costs were identified for companies in Belgium

Case - Crossroads (BE)

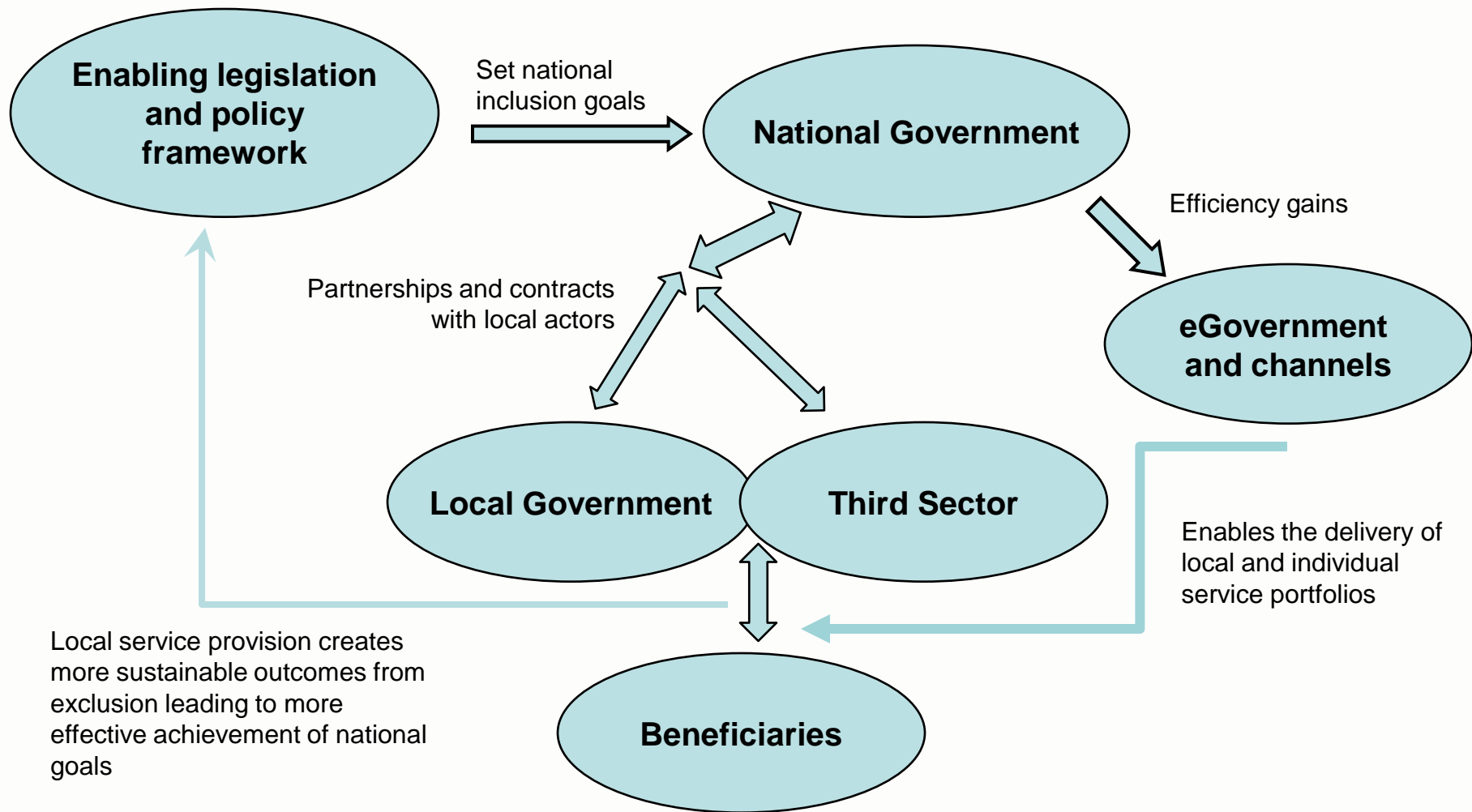
Observations

- The prevailing social model is one of social inclusion and access to services being a right
- Maximising channel access empowers beneficiaries and intermediaries.
- There are commensurate gains in the quality of social protection through proactive granting of benefits, which avoids previous short-term poverty traps where citizens need services, but spend time applying for them
- The governance model means that all actors in the CBSS system can contribute to the planning of future developments, and they also can receive regular technical feedback on important trust-related issues such as infrastructure and data security and privacy protection

Case - Scotland

- The Scottish Government has developed a top-down bottom-up service partnership that aims to deliver services effectively at the local level and to also ensure that national social inclusion policy objectives are met at the overall national level:
 - ‘Single Outcome Agreements’ (SOA) are contracts between national government and the network of local actors including local government, third sector and other intermediaries, and the private sector
 - Local partners will identify the subset of national targets that are relevant to their socially excluded groups, and will agree a coherent policy to address them
 - Multi-channel access to service importantly will help to empower the local partnerships by allowing them to construct service portfolios for the beneficiaries

Case - Scotland



Case - Scotland

- Multiple channels are vital to the solution, but do not drive the social inclusion policy framework
- Review of Digital Inclusion Policy 2006
 - “the way in which public services were currently delivered did not adequately support disadvantaged groups and that we needed to make more effective use of technology to improve service delivery for these groups”.
- However, there were strong opinions that the channels of delivery should be more than electronic, and that conventional face-to-face (either directly between a citizen and government officer, or indirectly through an intermediary) was very important
- Consequently an integrated strategy was adopted where
 - “The Executive as a partner in the Scottish Digital Alliance, will work together with public and private sector partners to promote a uniformed approach to Digital Inclusion”

Case - Scotland

Inclusive Governance that uses eGovernment and interoperability

- The Shared Services strategy aims to achieve “each service having a functional operating model of how the service is delivered identifying the use of self-service, centres of excellence, service centres and processing centres and the use of multi-channel access”:

- With greater integrated service provision, there is a need for sharing of personal data across public sector agencies. The Scottish Executive drives this through the Data Sharing and Standards Division

- In the absence of eID they utilised the CHI (Community Health Index) Number. 90% of residents (soon to be 100%) have the number, allocated within two days of birth, which is their date of birth plus a four-digit identifier. The CHI number functions as a ‘pseudo-identity’ mechanism, and at present the automated matching of records is successful in about 67% of operations, with manual matching then taking place and any data corrections being fed back into the respective databases

Case - Scotland

The fundamental 'value proposition' for sustainable inclusion

- Set policy targets based on the evidence of social exclusion at all levels
- Social inclusion is seen as a range of challenges that are experienced by individuals (who may have multiple exclusions), not just by generic groups (e.g. the 'Homeless')
- Construct organisational framework to best deliver the policy objectives;
- Shared services, accessible through multiple channels that are of relevance to citizens and the intermediaries, encouraging citizens to become partners in the service delivery chain
- Implement the policy framework through a formalised multi-level partnership where local government and third sector stakeholders (who understand the detailed local landscape of social exclusion) contract with national Government to deliver a portfolio of services
- Use outcome-based monitoring, not just performance targets

Summary

Where multi-channel service delivery can be created the impact can be dramatic

- Crossroads shows how intensive back-office and front-office integration provides a framework within which service needs can be proactively managed
- The roles of service partners (intermediaries) are important in targeting the need/rights to services to the beneficiaries in sustainable ways
- However, Crossroads is not pan-Government, and is in the process of extending services, currently into Health

Summary

Where the social exclusion problems are ‘owned’ by both local government and the community

- Utrecht shows how a city-wide policy aims to ‘welcome and integrate’ immigrants in ways that proactively avoid problems of social exclusion
- Integrated online information, through multiple channels, empowers intermediaries to quickly construct service portfolios on behalf of immigrants
- The business model is flexible, and sustainability can be determined in different ways, for example where the City no longer needs to provide a service intervention – beneficiaries and intermediaries could take over problem ownership

Summary

Where multi-channel service delivery can be created the impact can be dramatic

- Catalunya/Terassa show how a government-wide multi-channel eGovernment strategy can allow service delivery to be re-engineered in ways that maximise channel access
- Matching services to beneficiary needs often requires knowledgeable intermediaries

- However, innovative technical solutions can gradually empower individuals, such as the natural language interface aiming to allow socially excluded people to articulate needs in their own language

Summary

Where multi-channel service delivery is a policy target

- Scotland shows how central government can work in partnership with local government, and local actors, in matching national and local goals for social inclusion
- Where integrated eGovernment and multiple channels are not yet available, the building of focused partnerships puts in place the organisational landscape that can benefit from emerging eGovernment services and channels
- Scotland is therefore using multi-channel eGovernment to develop and improve inclusive governance at the local level



Sound analysis, inspiring ideas, effective delivery

