

Haringey Citizens Enjoy Enhanced Services from their Council

Partnership between Haringey Council and Capgemini delivers e-Government strategy and effective CRM

The Situation

In January 2005, the London Borough of Haringey engaged Capgemini to help steer its e-Government programme to create better services. At the same time, Capgemini was asked to bring Customer Relationship Management (CRM) and Siebel expertise to upgrade the Council's existing system and develop new CRM processes.

The Solution

Capgemini worked with the Council's IT Development Management team to develop and implement a new set of processes to help monitor and track its e-Government initiatives.

A Programme Management Office (PMO) was established. The team tasked to steer the

programme was restructured to make effective use of resources so that overall objectives could be met within required timeframes. A three year implementation plan was developed, supported by training and communication activities.

The Council's Customer Services department, IT Development team and Capgemini jointly developed and launched a plan to upgrade the Council's Siebel CRM system. The CRM programme leveraged Capgemini capabilities in the UK and India via Rightshore™. The approach that Capgemini adopted accelerated the deployment of the solution within agreed cost, quality and time parameters.

“Capgemini was refreshingly focused on Haringey's best interests – it operated as part of one "Haringey team" which included seamlessly managing other consultants as well as client staff.”

David Airey,
IT Development Programme Manager,
Haringey Council



The Result

The e-Government programme has been underpinned by a close working partnership with Capgemini. Having satisfied the 54 Priority Service Outcomes (PSOs) set by the Government, the Council is well placed to achieve Gershon targets for public sector efficiency and improved service to citizens.

Haringey has also met 100% of the Office of the Deputy Prime Minister's e-Government target, now managed by the Department for Communities and Local Government. This results in improved web-based services for citizens who can now access Council services outside normal office hours for lean and efficient internal processing of transactions.

The Siebel CRM system went live within six months of starting the development phase. The team successfully migrated customer records, addresses and transaction history from the original CRM system. This now allows Haringey citizens to conduct their affairs with the Council through a variety of communication channels.

How the Council, its Partners and Capgemini Worked Together

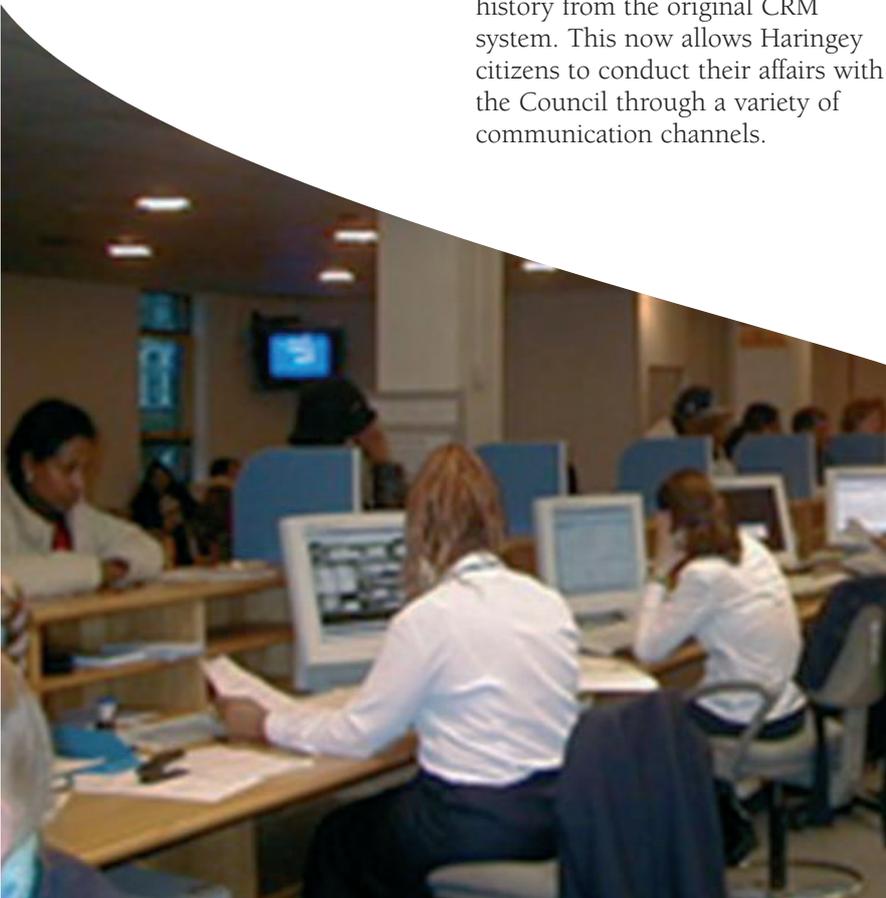
The Council's goals for its e-Government programme and Siebel development were managed as separate streams of activity. However, their inter-dependency required tight integration and close collaboration.

Implementing e-Government

In setting e-Government targets, the ODPM had started to publish league tables to measure BVPI-157 (Best Value Performance Indicator for e-enabled services). The Council had to ensure the success of its e-Government Programme to meet its local targets, as well as those set by Government. The key focus was to develop an appropriate structure and process to address e-Government initiatives.

In partnership with Capgemini, the Council implemented a programme office, team structure and processes to assess, plan, deliver and track BVPI-157 and PSOs. The close working relationship went a long way to ensure that the Council met its objectives.

Haringey now has a fully functional PMO to support e-Government projects, now and in future. It ensures efficient use of resources and effective long-term planning of initiatives that are aligned to Council strategy.



"Capgemini has provided excellent services in shaping and supporting the e-Government programme at Haringey Council."

"As well as providing the Programme Directorship, Programme Management Office (PMO) and Web Project Management, Capgemini utilised Subject Matter Experts across its local government practice to ensure that Haringey was always aware of the latest ODPM thinking with regards to e-Government outcomes."

"As ever, delivery on time was the key test and Capgemini ensured that all e-Government targets were met (BVPI 157, ODPM Priority Service Outcomes etc) and in many cases the solutions delivered exceeded business expectations"

David Airey, IT Development Programme Manager, Haringey Council

Siebel Deployment

The programme started with a strategic review of Haringey's existing Siebel CRM system, matching this against strategic objectives and the Council's 3 year Customer Service Business Plan.

The integrated team recommended migration of the CRM solution from Siebel 7.5 to the public sector module of the latest version of Siebel. They also defined a roadmap for ongoing development of an integrated CRM solution into back-office processes and systems.

The team comprised business analysts, project managers and technical experts from Capgemini working together with staff from Haringey's Contact Centre and key users from the Council. Benefit realisation was fundamental to the programme and in particular to the Council and its citizens; performance of end-to-end customer interactions and key components were base-lined.

Within four months, the project moved into the development cycle. The public sector module of Siebel 7.7 was integrated with Microsoft Exchange and QAS. Reports were generated using Actuate. Capgemini deployed its Rightshore™ model to leverage Siebel expertise from its Advanced Development Centre in Mumbai. This ensured that the right, highly cost effective resources were brought in at the right time.

The programme was made up of several teams from the Council, Capgemini and other partners working from several locations. This necessitated an effective and robust communication framework so that all parties were fully engaged and informed. As part of the programme, some of the Council's business processes and methods were reviewed and modified and these were then integrated into the new Siebel solution.

Collaborative decision-making was instrumental in resolving technical issues and ensured that the overall solution remained within the defined scope. Training was delivered by council trainers to over 200 users. These included staff from Call Centres, Customer Service Centres, complaints and administrative functions.

A major challenge was data migration. Apart from technical demands of large volumes of data, closer scrutiny revealed gaps in data quality. Integration with QAS helped to validate addresses and improve overall quality.



A Platform for the Future

Migration of transaction history allows customer service teams to interrogate and monitor interactions with citizens and start to refine the service. Using pre-populated templates makes it easier. Thanks to close integration with the Council Web Development Team during earlier stages, citizens use on-line forms to request council services.

Siebel integration with email exchange delivers targeted emails directly to customer service agents and complaints officers. The new structure facilitates integration with the LLPG (Local Land Property Gazetteer) system in a subsequent phase.

Capgemini provides Applications Management (AM) services for ongoing maintenance. This includes user administration (set-up, maintenance), bug fixing and minor enhancements. The hardware platform is managed at a third party site as part of an agreement between the Council and its previous supplier. The network is managed by yet another supplier.

The next phase of the Siebel CRM programme has already started. A joint team from the Council, Capgemini and partners is working on the concurrent transformation of business and system processes for line of business integration within the overall CRM solution.

The success of the Siebel upgrade project, Capgemini's added-value on the Council's e-Government programme and the transition of service is evidence of how organisations can benefit from the Collaborative Business Experience from Capgemini.

The successful collaboration allows Haringey Council to offer improved levels of service to its diverse community and deliver on a key priority to its citizens called 'Better Haringey'.

"Capgemini provided both the project implementation resources and on-going application maintenance. The project is seen as a major success story and was delivered on-time, to budget and expectation."

David Airey, IT Development Programme Manager, Haringey Council



About Capgemini and the Collaborative Business Experience

Capgemini, one of the world's foremost providers of Consulting, Technology and Outsourcing services, has a unique way of working with its clients, called the Collaborative Business Experience. Backed by over three decades of industry and service experience, the Collaborative Business Experience is designed to help our clients achieve better, faster, more sustainable results through

seamless access to our network of world-leading technology partners and collaboration-focused methods and tools. Through commitment to mutual success and the achievement of tangible value, we help businesses implement growth strategies, leverage technology, and thrive through the power of collaboration. Capgemini employs approximately 61,000 people worldwide and reported 2005 global revenues of 6,954 million euros.

UK & Ireland
Public Sector
Consulting, Technology & Outsourcing Services
CRM – Siebel
Package Integration
Transformational Outsourcing

Approved by:
David Airey, IT Development Programme Manager, Haringey Council
Peter Nash, Account Director, Capgemini
Barrie Graham, Business Development Director, Capgemini
Lesley Burr, Head of Local Government, Capgemini

In collaboration with



Haringey, located in the north of the capital is one of London's 32 boroughs, covering over 11 square miles. Nearly half of its 224,300 people come from ethnic minority backgrounds. This diversity is reflected in the fact that

almost half of all pupils in Haringey schools speak English as an additional language. It's often said that Haringey is an outer London borough with inner London challenges. It ranks as one of the most deprived boroughs in the country with 7.7% of the economically active (i.e. those working or actively seeking work) population unemployed in March 2006. This is more than twice the Great Britain average of 3.6%.