



Re-align human interactions

Adapt your approach to provide equitable experiences

KPMG Smart Government

Catalyse digital progress

Insight Briefing



Changing needs require different service delivery

Social justice movements along with the UK's Civil Service Diversity and Inclusion Strategy: 2022 to 2025, that calls to welcome talent from a range of backgrounds, experiences and locations, engage the communities served and support innovation, performance and engagement¹, have motivated central and local government leaders in the UK to take a close look at how their departments interact with employees and customers. Central and local governments especially are under pressure from their leaders, citizens, businesses, and employees to make sure everything they do is equitable to meet society's needs.

Governments' constituents, including citizens and employees, have changed. The way people work. Digital advances. Economic ups and downs. Organisations serve constituents from five generations. Each person's journey is unique. These journeys shape individual's needs and preferences that call for equitable service delivery – especially for underserved populations. Many government organisations are unsure how to react, and politics have made determining how to approach equitable service delivery complicated. This article is intended to help government leaders identify critical considerations for a common vision and secure resources that will help ensure each experience they deliver is equitable no matter who people are and what channel they use.

¹ Civil Service Diversity and Inclusion Strategy: 2022 to 2025, 24 February 2022, Gov.UK.

Why smart government is important

Government organisations and departments around the world should modernise in order to keep up with changing user needs, regulations, and health and public safety requirements. Leaders involved in government modernisation are reviewing their user's experiences to plan what upgrades are needed in their business processes and service delivery models.

This article is one of a series that features how modernising can affect the government workforce and the user experience, improve security and public trust, and accelerate the digital journey. KPMG offers insights intended to help guide governments and public sector organisations in their modernisation efforts to encompass all processes, technologies, policies, and the workforce so each works together to create connected, powered, and trusted organisations.



Service delivery should be equitable to improve outcomes

Every organisation should strive for equitable service delivery, **so each employee, constituent or beneficiary receives fair, equal, and unbiased access to services and treatment in receiving them.** In a 2022 study by the UN, only 60 percent of surveyed UK citizens claimed that they were more confident using digital public services now than before the pandemic began.²

In order to improve outcomes for people, organisations should **rethink the way they operate and engage.** In spite of the rocky economic situation, fewer people claimed Department for Work and Pensions (DWP) benefits in 2021.³ The cause is unclear, but the need to get to the bottom of what keeps people, especially the underserved, from accessing and receiving the services they need is critical.

Some organisations limit the human experience to only include the period of time a person interacts with the organisation. We have found people's expectations form before the moment they realise they need a service. A tragic example is the story of a mother-daughter UK care worker duo, who lost a brief battle with COVID-19. According to family, COVID conspiracy theories and nurses facing dismissal if they refused the job influenced the duo's choice to not get vaccinated.⁴ This is an example of how the journey leading up to that moment often dramatically influences people's needs, expectations and actions, and potentially those of their future generations.

Organisations should **engage with people** in proactive, empathetic and respectful ways so they maintain dignity. To achieve this, organisations should understand what goes on in the communities they serve and each constituent's needs and preferences. Then they can begin to create the best method and experience that works for all to deliver services based on the total experience — within the context of the journey.

Leaders within and across departments should **agree on why equitable outcomes are important in their organisation.** One important challenge to face is to work through unconscious bias each person brings to their decision. Once leaders share a vision and their commitment to achieve it, each

constituent's experience and the service they receive should be equal across all interaction channels and across all constituent groups. The UK government created the Charity Commission's Diversity and Inclusion Strategy for 2019–2023 to promote an inclusive work environment.⁵

Organisational processes can have a significant impact on an organisation's ability to deliver services. For example, employees in organisations that rethink and automate processes and add self-service channels to speed up eligibility can focus more on working with clients to help them get past their current situation and become sustainable. Leaders may need to push to change policy in order to rethink processes and deliver equitable experiences.

Following are some ways organisations can rethink processes to achieve equitable service delivery and better citizen experiences:

- **Blend funds** with adjacent organisations and programs to streamline service delivery for clients.
- **Offer programmatic service coordination** so clients who could benefit from more than one program can access their preferred channel to seek services without multiple applications and appointments.
- **Address bias in service delivery processes.** Analyse laws, policies and procedures and change them if they have a negative impact on communities, especially their underrepresented populations. Openly acknowledge that unconscious bias exists and offer training.
- **Meet with constituents** to learn more about their unique journeys, needs and preferences.
- **Design experiences as if citizens and employees are customers.** Reimagine the way your organisation delivers services around people's needs and deliver them in consumable ways.
- **Recruit former program beneficiaries** to redesign experiences. Individuals with lived experience will bring valuable and empathetic perspectives as former service recipients.

Mahatma Gandhi's words may inspire government leaders to take their first or next steps, "Whenever you are in doubt, apply the following test. Recall the face of the poorest and the weakest man (woman) whom you may have seen, and ask yourself if the step you contemplate is going to be of any use to him (her). Will it restore him (her) to a control over his (her) own life and destiny? Then you will find your doubts melt away."⁵

² "E-Government Survey 2022," United Nations, 2022

³ "DWP benefits statistics: August 2021," Gov.UK, September 3, 2021.

⁴ "Jamie Grierson, "Anti-vaxxer mother and daughter die from Covid in Belfast hospital," The Guardian, September 16, 2021.

⁵ "Diversity and inclusion strategy 2019 to 2023," Gov.UK, April 1, 2019



Deliver services with a customer experience approach

Health and human services organisations grapple with similar challenges in delivering equitable experiences. While each experience has different characteristics and scale, depending on the constituents, services, and department, governments can use a similar **customer experience approach**. Taking a customer experience approach delivers individual, human-facing services. The approach gives organisations insight into who customers are, their needs, how they choose to interact with the organisation, and how they go about their daily business and lives. They also show how to identify operational gaps and determine the best way to fill those gaps.

Equitable human experience definition

KPMG defines customer experience as the sum of all interactions a customer has or perceives to have with an organisation from the point of awareness and consideration through purchase or acquisition and use of the product or service. When an experience is equitable, each employee, constituent, or beneficiary receives fair, equal, and unbiased access to services and treatment in receiving them.

Human-centered design is another method that can help build equity into the experience from start to finish. Human-centered design guides the experience creation process by helping contextualise to understand the high-level problem to be solved and empathise by talking directly to individuals the program most affects. It also helps to ideate with program beneficiaries to bring new perspectives and unheard voices to help solve the problem and design to represent the vision of the experience. This is also where looking at the experience within the context of individuals' journeys can help build experiences that are equitable for all.

Typical governments push services out to citizens without looking at the service from the customers' point of view. Needs have changed. Both methods help organisations understand if the service is what people need and consumable in the way they want it. They also help organisations recognise if they market and communicate information at the right time and in ways people can access the service. For example, if rural welfare programme claimants do not have access to broadband, they are more likely to suffer from the centralisation and digitalisation of the benefits system. The Citizens Advice Bureau's (CAB) enhanced phone service was praised because people based in remote areas could access advice without needing to travel, and they were referring people to the most suitable services as required.⁶

⁶ Mark Shucksmith, Polly Chapman, Jayne Glass and Jane Atterton " Rural Lives Understanding financial hardship and vulnerability in rural areas," Rural Lives, March, 2021



Equitable experiences with fiscal responsibility

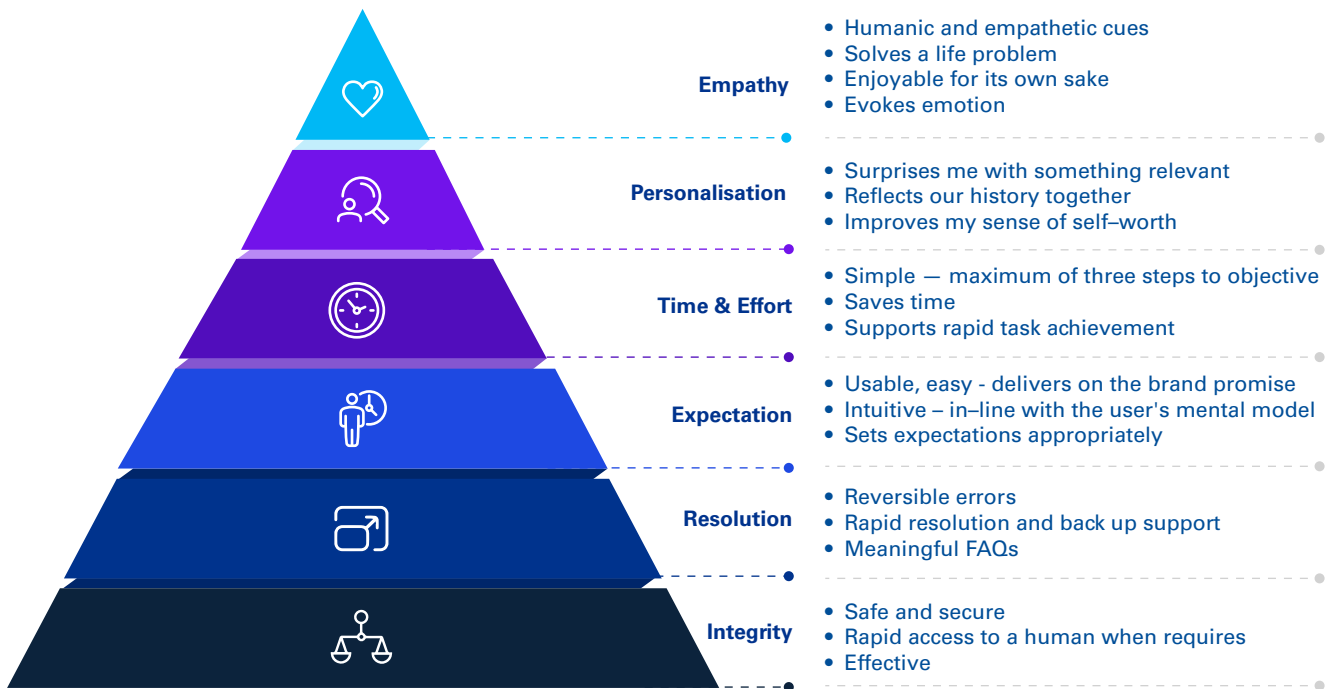
The challenge for public sector organisations is balancing the ability to deliver equitable experiences while being good stewards of public funds. KPMG member firms offer their customer experience excellence methodology as an option to deliver services more equitably while also enabling fiscal responsibility. The customer experience strategy created using this method will provide a:

- ➔ Complete picture of your customers
- ➔ Detailed outline of how customers interact with your organisation and which touch points matter most
- ➔ Customer experience strategy and delivery model that meets customers' needs and delivers return on investment
- ➔ Tactical plan for your organisation to cost-effectively deliver thorough, personal, and equitable customer experiences

The customer experience excellence **approach includes six fundamental components**, or pillars, of every great experience that we identified and validated through more than 3 million evaluations across multiple markets over 10 years. Digital basics, as illustrated, are personalisation, time and effort, resolution, and integrity. Once organisations effectively deliver digital basics, they focus on the human differentiators, empathy and expectations. These pillars are the basis of employee and citizen interviews and deep analysis to identify the main gaps in equitable service delivery and possible solutions.

With an equitable service delivery strategy in place, organisations can establish and execute change management, communication and training plans, and transition employees and citizens to their more equitable experience. By following this strategy, each experience will be the same whether people are on email, at a storefront, using chat or a virtual assistant, or on a phone by voice or mobile app.

The Six Pillars of Customer Experience

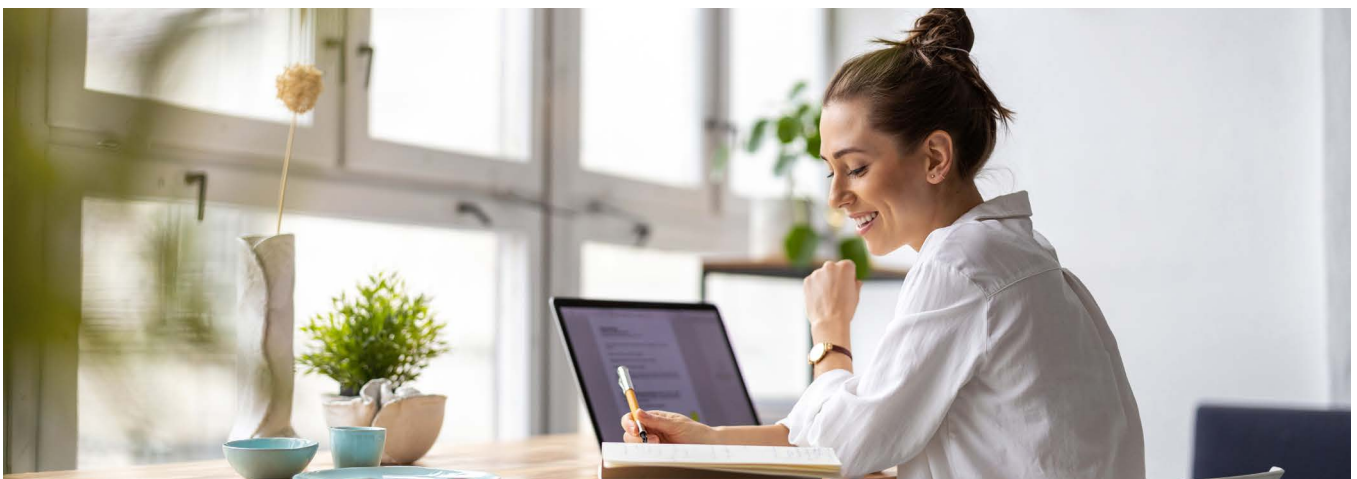


Source: KPMG Nunwood 2017 US Customer Experience Excellence Analysis

Get better at serving each person for the long term

Imagine a time when a citizen hits a rough spot and applies for benefits or services. Their application triggers notifications of other cash assistance programs for which they qualify without additional applications. A finger tap sets up a video, voice, or in-person meeting with a case worker who automatically receives their information. Citizens and employees all have equitable experiences. Their experience is the same no matter who the person is or what channel they use.

This vision needs to become real. Understanding people and their journeys and rethinking and redesigning experiences to meet individuals' needs is what it takes. When governments understand the benefits of applying scientific methods to what can be an emotional and political topic, they can take steps to achieve the equitable outcomes they desire. Putting in the work to deliver equitable experiences is worth the effort. It will strengthen families, communities, and our nation for generations to come.

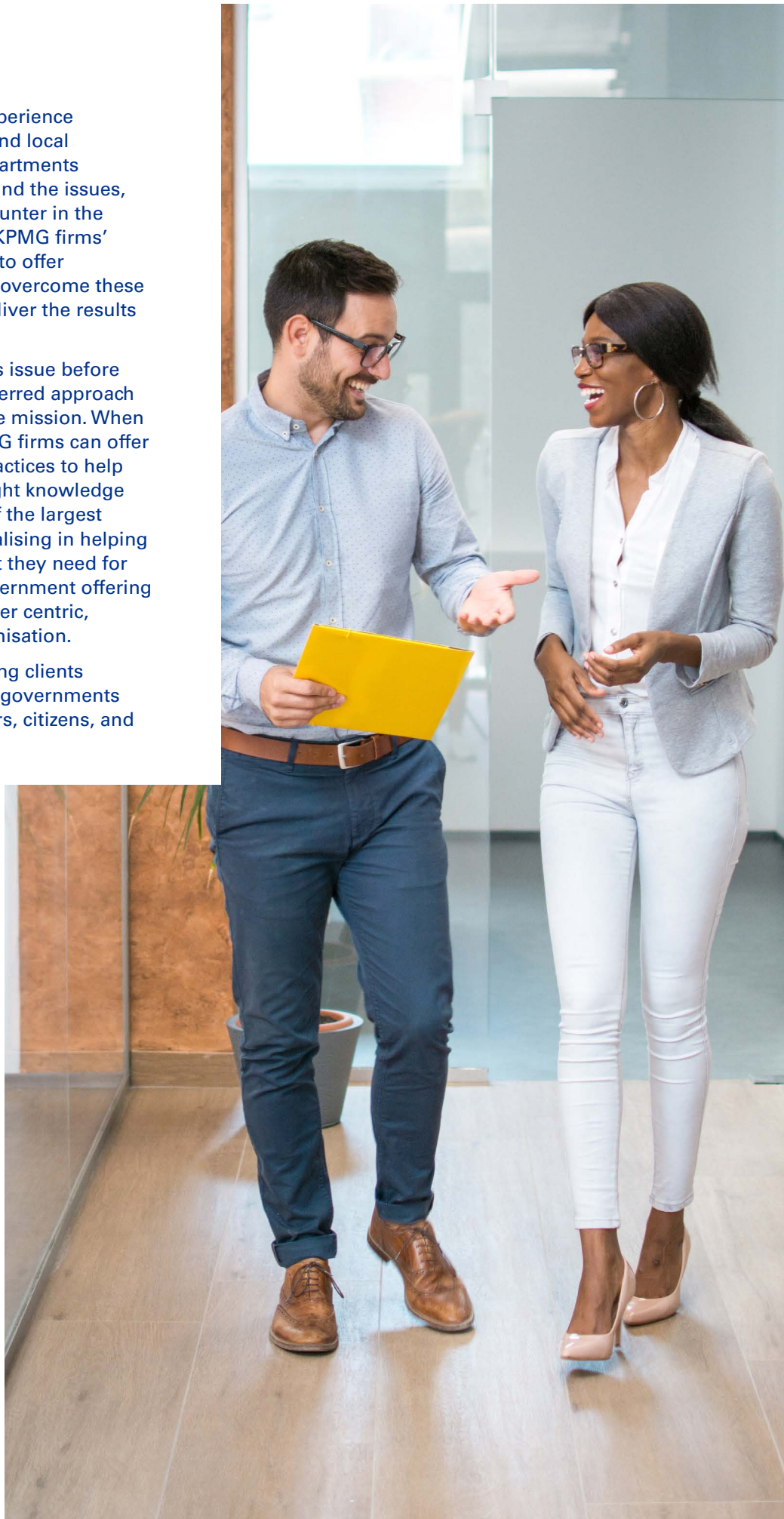


About KPMG

KPMG firms have many years of experience of working with national, regional and local governments, so we know how departments work. KPMG professionals understand the issues, pressures, and challenges you encounter in the journey to modernise. Drawing on KPMG firms' government operations knowledge to offer methodologies tailored to help you overcome these challenges and work with you to deliver the results that matter.

KPMG teams start with the business issue before we help clients determine their preferred approach because we understand the ultimate mission. When the way people work changes, KPMG firms can offer client insight on leading training practices to help ensure your employees have the right knowledge and skills. KPMG in the UK is one of the largest learning providers in Europe, specialising in helping our clients build the skills and talent they need for future plans. With our Powered Government offering we provide a blueprint for a customer centric, digitally enabled public sector organisation.

KPMG firms are committed to helping clients create value, inspire trust, and help governments deliver better experiences to workers, citizens, and communities.



Contact



Nicholas Fox

Partner, Head of
Government (Justice)
KPMG in the UK



Laura Webb

Partner, Public Services
Technology Transformation
KPMG in the UK



Jo Thomson

Partner, Customer
Transformation
KPMG in the UK

Some or all of the services described herein may not be permissible for KPMG audit clients and their affiliates or related entities.

kpmg.com/uk



The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

© 2023 KPMG LLP, a UK limited liability partnership and a member firm of the KPMG global organisation of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved.

The KPMG name and logo are trademarks used under license by the independent member firms of the KPMG global organisation.

CREATE | CRT145789B | June 2023

Document Classification: KPMG Public