

## An integrated multi-channel approach

Technological innovation is enhancing the modernisation of service delivery models in Portugal, by facilitating the development of citizen centric services - information and services around people and businesses' needs – enhancing cross-departmental based new different services, and helping multi-channel integration.

In Portugal this transformation is being carried out through the implementation of a Multi-channel Public Service Delivery Platform, which integrates the on presence channel – modernized and totally renewed with an innovative concept – with citizens and business portals and experiencing the use of other new channels.

### The Citizens' Shop: an innovative concept

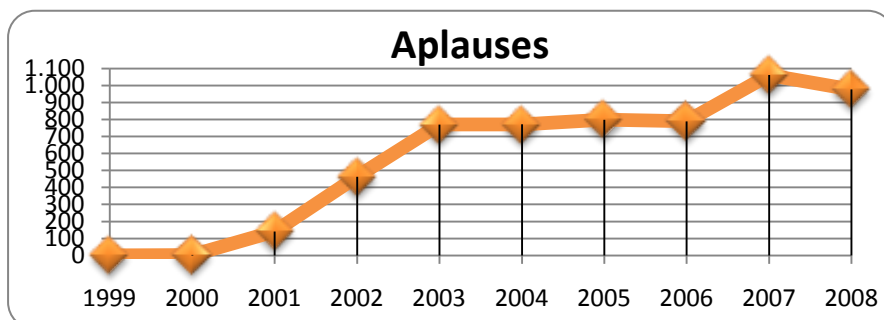
In 1999, a new public services delivery concept was introduced in Portugal: the so called “Citizen's Shops”. Based upon partnership and cooperation agreements between several public departments and private institutions (taxes, social security, health, registers, labour and utilities, among others), it aims to deliver a wide range of public and private services in one place.

Between 1999 and 2008, **more than 72 million user** have chosen the Citizen's Shops to access public services that respond to their daily life needs, such as changing job, unemployment situations, changes of address, or buying a vehicle, among others.



Source: Agency for Public Services Modernisation

People find the Citizen's Shops useful and are satisfied with the overall service provided. They consider that the service delivery has good quality and that staff is pleasant and professional. The main reason why most people use the Citizen's Shops is convenience.



Source: Agency for Public Services Modernisation

## The 2nd Generation of Citizen's Shops

In 2007, a new generation of Citizen's Shops started to be developed. The 2<sup>nd</sup> generation is based upon a modular concept that allows designing different shops with different sizes and scopes, and thereby adjusting the network to the real needs of the population in each location. It includes new concepts and types of service delivery, more integrated and with a one-stop shop approach.



The 2<sup>nd</sup> generation of Citizen's Shops has introduced the following new types of service delivery concepts:

- **The Multi-services Counter** provides a generalist and multifunctional service delivery, based on scripts and knowledge bases. It is used for services with a low level of specialisation that can be provided in a single, quick interaction.
- **The Integrated Counter** offers services

organised according to certain people's daily life events (buying/selling a home, replacing stolen documents, etc.).

- **The Assisted Self-Service Kiosks** provide access to on-line services with assisted support by a member of staff.

**The Citizen's Shop network** is being developed in cooperation with all municipalities. The main goal is to set up one shop in each municipality – there are 308 municipalities. With this expansion model it will be possible to:

**1999 to 2003:** 8 Citizen's Shops

**2007:** The first Citizen's Shop of the 2<sup>nd</sup> Generation was launched

**2010:** At the moment there are 20 Citizen's Shops, both from 1<sup>st</sup> and 2<sup>nd</sup> generation, and 6 other Citizen's Shops are currently under constructions

**Until the end of 2010:** Citizen's Shops on 45 municipalities, covering about two thirds of the population

- Expand the successful project of the Citizen's Shop and improve the quality of public services all over the country, and thereby ensuring the social and geographical cohesion;
- Develop a decentralized management model;
- Rationalize the public services delivery model by: gathering in one place several public services that used to be located in different buildings, therefore reducing installation costs; creating synergies; and sharing resources;
- Obtain further integration between services since they share the same space;
- Take advantage of the new technologies to bring a large number of public services closer to citizens.

Currently, we have more than 2.000 people from more than 20 different public and private bodies working at the 20 Citizen Shops.

To develop staff competences, a training programme on a b-learning format has been created. Its aims are:

- Enabling lifelong learning to the staff working at the Citizen's Shops;
- Encouraging staff to take responsibility for their own learning;
- Providing all Citizen's Shops with a Learning Management System that integrates all the training solutions available;
- Creating a collaborative and participative environment that stimulates staff to take part on the Shop's improvement;

The training courses cover several subjects, such as; "Citizen's Shops' mission, values and customer service"; "Service delivery on the Citizen's Shops" and "Leadership and team management at the Citizen's Shops".

We are also moving towards the goal of designing of **innovative Services under a citizen-centered perspective**, grouping services in ways that respond to user's demand, by developing **Integrated Counters**

#### **"I Lost my Wallet" Counter**

To test new ways of service delivery it was developed, between September 2007 and October 2008, a pilot project on a Lisbon Citizen's Shop: the "I Lost my Wallet" Counter. The idea was to enable citizens to renew two or more documents with a single contact (one ticket, one waiting line).

The main barriers to the implementation of this service were: total independence of the services; no systems integration; lack of trust on others services delivery; and no tradition on sharing resources.

So, the “I Lost my Wallet” Counter tested a new mindset based on the standardization of forms and service delivery procedures that implied cooperation between different public services.

During the pilot project we have provided, with only one ticket and one service, the renewal of several documents: ID Card, Taxpayer Card, Driving License, Social Security Card, Pensioner Card, Vehicle Registration Document.

A customer satisfaction survey was undertaken in the first weeks. The main results showed us that 54% of the inquired found the service “very good” and 91% demonstrated “intention to use it again”.

At the end of the pilot, almost one year after, 9.818 Cards had already been delivered – 134 Cards renewed per day in average.

In October 2008, we have started the 2nd phase of the project. Several improvements have been made, such as the creation of a single form to demand all the services available.

<http://www.portaldocidadao.pt/PORTAL/pt/lojacidadao>

### **The Multi-services Counter**

The Multi-services Counter allows an easy and fast access to information and less complex services from different public bodies.

This counter is available on all Citizens’ Shops, but they all provide different services according to the specific needs of the local population.



At the moment, the Multi-services Counter provides more than 80 services from more than 15 departments, from the central and local government, as well as from private entities.

A pilot project for distance delivery of services will be launched earlier next year. The citizen must make an appointment and the service will be delivered by videoconference.

<http://www.portaldocidadao.pt/PORTAL/pt/lojacidadao>

### **The Seniors’ Counter**

The Seniors’ Counter is currently available in three small townships. It provides specific services for elder people, such as information and support/assistance on how to apply for retirement pensions or social care services. Soon, new services will be available regarding health, leisure and transports.

<http://www.portaldocidadao.pt> )

### **“One-stop House” Service**



The “One-stop House” service makes it possible to complete all the procedures related to buying or selling a home (such as tax payments, contract drafting and signing, municipal tax exemption and property registries) at a single contact point.

This service was launched in June 2007 in 5 municipalities. Since 1 January 2009, it is available all over the country. Until July 2009, over 47.000 procedures had already been performed. ([www.casapronta.mj.pt](http://www.casapronta.mj.pt))

### **“On the Spot Firm” service**

The “On the Spot Firm” is an awarded project that makes it possible to form a company in less than an hour at a single contact point.

More than 65% of all companies created in Portugal are On the Spot Firms.

The “On the Spot Firm” service has been able to offer a number of additional services: the “On the Spot Trademark” service, enabling the parties involved to adopt a trademark similar to the company's trade name, during the incorporation; the “On the Spot Join Up Scheme” that enables companies to immediately join up a Consumer Complaint Arbitration Centre or an Automobile Sector Arbitration Centre; and the provision of an Internet domain name that can be used as a website address or email address. ([www.empresanahora.mj.pt](http://www.empresanahora.mj.pt))

### **The Network Today**

- 20 Citizen's Shops (concentration of specialized services, e.g. Social Security, and integrated services, e.g. “I lost my wallet”).
- Public services are responsible for around 60% of all user visits to Citizen's Shops, while the private services account for 38%.
- Social Security, taxes and register services are the more demanded, with 51% of all user visits.
- Requests for information account for around 20% of user visits to the Citizen's Shops.
- The foremost reason people give for preferring the Citizen's Shops is the fact that services are concentrated in one place.

## The Citizen's Portal and the Business Portal

This new model for public services delivery based on a multichannel approach includes the Citizen's Portal ([www.portaldocidadao.pt](http://www.portaldocidadao.pt)) and the Business' Portal ([www.portaldaempresa.pt](http://www.portaldaempresa.pt)), both playing a fundamental role in providing electronic public services.

In the near future, the information that will be available at the Citizen's Shops and at the telephone services will be based on the contents already available in the two Portals.

The sharing of information between different channels (telephone, Internet and face-to-face) avoids redundant efforts and reduces administrative work. It also contributes to increase the response capacity of the new services – especially those delivered at the multi-services counter or by telephone.

### The Citizen's Portal

Closely connected with the face-to-face services delivery, the Citizen's Portal is the privileged channel for citizens to access on-line public services. Currently, there are more than 475.000 registered users, more than 311.000 newsletter subscribers and approximately 3.5 million page views per month.



Through this Portal **citizens can, for example, change their address on 12 different documents at once.**

In the future, the Citizen's Portal will allow citizens to follow-up their processes whatever the channel they have chosen to start them.

### The Business' Portal

The Business' Portal aims to make it easier for companies to interact with government by delivering in one place all the relevant information and services that are available on-line, and by organizing it according to the business' life cycle: start-up; management; growth; and extinction.

For instance, today it is possible to **set up a company completely on-line**, through this Portal. At the moment 32 new firms are created on-line per day, on average.

In 2010, a company will also be able to follow-up their own processes through a private area available on the Portal, whatever the channel chosen to start them.

## **A mainstreamed strategy**

Last year a new important move was given towards a real multichannel approach where synchronized content allow users to choose which channel they want to use: in which one they want to begin the process - getting information – where do they wish to execute it - submitting forms or paying for the service – and in which do they intend to monitor it – tracking how long they still have to wait for an answer or a service.

This further step was made through a recently published Law. It settles that all public departments – directly and indirectly under the State's authority - as well as all public enterprises under direct authority of the Government, must have all of the services already available through the Internet (and those that will be offered in the future), also accessible through the Citizen's Portal and the Business's Portal and, thus, creating conditions, in the near future, for the users to authenticate in a single sign on bases.

Moreover it establishes this obligation in the stated period of 18 months, counting after this Law takes effect.