



365 ANGELS / WHITEPAPER

The Microsoft 365 Transformation Compass for Local Government

Why organisations still fall short of the change they envisaged after years of investment

Teams Phone as a starting point for better
local government services

A PERSPECTIVE ON DIGITAL CHANGE

01 / THE QUESTION BEHIND THE INVESTMENT

The technology works. Does the organisation?

A new platform does not automatically change how a council works together. Value emerges when everyday work noticeably improves.

TECHNICAL SUCCESS

Microsoft Teams is available. Information can be shared through SharePoint. Teams Phone supports contact with residents and colleagues. Technical delivery may have been careful and successful.

Yet staff still search for information. Enquiries move from department to department. Residents repeat their story. The platform has changed, but the work still looks remarkably familiar.

THE AMBITION WAS BIGGER

The investment was about more than software. The council wanted to collaborate better, make knowledge accessible and help residents more effectively. These are organisational ambitions.

They require decisions about processes, responsibilities and how people carry out their work.

A DIFFERENT BRIEF

When digital change is organised as an IT project, technology naturally receives considerable attention. Migration, security and administration are visible and testable. Organising a new way of working does not always receive the same attention.

This is not a failing of IT or staff. It raises a question about the brief: who ensures that the organisational ambition is actually achieved?

WHAT THIS WHITEPAPER HELPS YOU SEE

The following pages show where change can stall and which conditions make a difference. Teams Phone makes the issue tangible: being reachable is different from actually helping a resident move forward.

The central question is whether the investment enables your council to work and deliver services demonstrably better.

IT can enable the platform. The organisation must decide how it wants to work with it.

02 / FAMILIAR WARNING SIGNS

New capabilities. The same workarounds.

Not every bottleneck requires more functionality. First examine what keeps existing working practices in place.

COLLABORATION REMAINS FRAGMENTED

Microsoft Teams has been rolled out, but important knowledge remains in personal inboxes. Staff ask a familiar colleague for help because they do not know which shared source they can trust.

Using email is not the problem. The problem arises when relevant knowledge continues to depend on individual staff members.

INFORMATION HAS NO CLEAR OWNER

SharePoint is available, but several versions of the same guidance circulate. A working agreement exists on paper, yet nobody is sure who checks its content or approves a change.

Findability alone is not enough. Staff must also know whether information is current and what they can use it for.

TRAINING DOES NOT CHANGE THE TASK

Staff know the controls, but the new route involves extra steps. Under time pressure, they choose the familiar approach. That can be a rational response to a process that does not yet work well enough.

Adoption therefore requires more than explanation. The organisation must provide time, support and workable agreements.

LEADERSHIP PRESERVES OLD ROUTINES

A manager requests separate files by email while the team is expected to maintain information in a shared location. Or a staff member is made responsible for knowledge without being given time to update it.

Such contradictions do not disappear with another application. They require a decision about how work will be organised from now on.

Which workaround has become so familiar in your council that nobody questions it any more?

03 / THE HIDDEN COST

What does it cost to keep working the same way?

Organisational friction does not appear on the software invoice. It does show up in time, attention and residents' experiences.

CAPACITY IS CONSUMED BY REWORK

Searching, duplicate recording and discussing an enquiry again consume capacity. A handover may be necessary, but adds little when it merely compensates for missing information or unclear ownership.

Staff work harder to make a process function when it has not been adequately designed as a whole.

RESIDENTS CARRY PART OF THE BURDEN

Another contact means finding time again, waiting or explaining. Even when each team fulfils its own task, the overall service can remain unclear.

A well-executed internal process therefore does not automatically mean a resident's enquiry has been handled well.

CHANGE LOSES CREDIBILITY

A new application feels like extra work when old obligations remain. Staff mainly notice what has been added, while the promised improvement fails to appear.

That makes the next change harder to explain. Not because people are unwilling, but because previous innovation did too little to help their work.

INVESTIGATE BEFORE CALCULATING

There is no credible universal savings percentage for your council. Follow a specific enquiry through the organisation and observe where people search, wait, check and start again.

Distinguish steps that add care and accuracy from those that merely compensate for a missing agreement. This reveals where improvement is possible.

Which tasks would disappear if information and responsibility were better aligned?

04 / TEAMS PHONE AND SERVICE DELIVERY

The call is answered. Is the question answered too?

Being reachable is a prerequisite for good service. It is not the same as good service.

THE DASHBOARD TELLS PART OF THE STORY

Waiting times, answered calls and availability are relevant indicators. They show whether the contact channel functions. They do not independently show whether a resident received a correct and useful answer.

A FAMILIAR INTERACTION

A resident calls about an application in progress. The customer contact centre answers, records the enquiry and creates a callback request. The connection works. The staff member acts carefully. Yet the enquiry is still unresolved.

Perhaps current information is missing. Perhaps responsibility is unclear. Perhaps specialist assessment is needed. The same outcome can have different causes.

CALLING BACK CAN BE THE RIGHT CHOICE

A complex enquiry does not have to be resolved in one conversation. Careful investigation and a clear follow-up agreement can constitute good service.

Improvement is needed when an enquiry is repeatedly passed on because knowledge, authority or collaboration is missing.

FIRST TIME RIGHT CONTACT

This principle aims to resolve an enquiry correctly during the first contact wherever possible. Not because one person knows everything, but because the right information and expertise are available.

Fewer avoidable handovers can indicate a better-functioning organisation. Always assess the quality of the answer and the type of enquiry as well.

THE QUESTION BEHIND A CALLBACK REQUEST

Why could we not help this resident straight away?

05 / CONDITIONS FOR LASTING CHANGE

What needs to align before things improve?

A telephony decision becomes strategic when the council also organises its information, collaboration and ownership.

A SHARED PURPOSE

Describe what residents and staff should notice about the change. Make the ambition concrete for a familiar enquiry or work process. 'Better service' gains meaning when it is clear what should improve.

OWNERSHIP WITH AUTHORITY

Decide who is responsible for resolving enquiries, maintaining the knowledge source and coordinating teams. Give these people time and decision-making authority too. Shared ownership requires clear roles.

RELIABLE INFORMATION

Clarify which source is authoritative, who maintains its content and when an expert is needed. Copilot does not take over that responsibility either. An accessible document is not yet a reliable answer.

WORKABLE AGREEMENTS

Agree how the customer contact centre accesses expertise, what context accompanies a handover and who monitors follow-up. Let staff test this under normal workloads. Link practice and guidance to their actual tasks.

TECHNOLOGY THAT SUPPORTS THE WAY OF WORKING

Examine which telephony, integrations and facilities fit the agreed service model. Consider continuity and administration too. Having Microsoft Teams does not prove that every customer contact centre requirement is covered.

AN ORGANISATION THAT KEEPS LEARNING

After go-live, assess what really improves. Consider accuracy, searching, handovers and whether commitments are met. Assign owners to remaining bottlenecks and arrange follow-up.

Start with what your council wants to do better. Then decide which technology will help.

06 / THE CONVERSATION WITHIN YOUR COUNCIL

Five questions that make the difference visible

Discuss these questions with service delivery, specialist departments, information management and IT. Always ask for a practical example.

01 What has demonstrably improved for residents?

Name a specific improvement in how an enquiry is handled. Greater use of an application does not, on its own, answer this question.

02 Have working practices changed, or mainly the systems?

Look at which old workarounds have actually disappeared and which are still needed to get everyday work done.

03 Who owns the enquiry from start to finish?

Find out who can resolve a bottleneck between the customer contact centre and a specialist department. Do they have the necessary authority?

04 Can staff find the right answer?

Assess together whether information is current, usable and accessible to the right people. Also ask how staff reach the expertise they need.

05 Do we know where and why residents contact us again?

Distinguish necessary follow-up from repeat contact caused by uncertainty or an avoidable handover.

Do answers differ across departments? That is a useful starting point for investigation: to clarify the shared challenge, rather than assign blame.



FROM INSIGHT TO A NEXT STEP

What next? Let's talk.

You do not need to know which solution you need before we talk. A specific question from your council is enough to start the conversation.

Where has the intended change failed to materialise? What prevents staff from helping residents effectively? And what question do you want to answer before investing again?

BOOK A CONVERSATION WITH 365 ANGELS

Discuss where your council stands and what a sensible next step could be.

Jeroen Bastiaansen
jeroen@365-angels.com | +31 (0)85 80 888 15