

# Joint Councils Digital Strategy Working Group

Presentation to PSCIOC-PSSDC Joint Councils

Feb 21, 2018

Toronto, ON

# Purpose

- Review “journey to date”
- Attempt to define Digital Strategy
- Review and summarise *Digital Strategy* material submitted by FPTM jurisdictions
- Confirm Mandate of Digital Strategy Working Group

# Background – Journey to date

- *Digital Strategy* identified as 1 of 3 priorities of Joint Councils
- Logic Model approved by Joint Councils (see Addendum) is a prototype Pan-Canadian Digital Strategy.
- Joint Councils consulted in PEI re
  - What is role of JC re digital strategy?
  - What tangible things should JC do?

## ***What Council members said***

- Role of Joint Councils
  - “Take ownership” vs. “Not yet clear”
- Tangible Next Steps
  - Develop Business Case/Narrative
  - Focus on **IDM** and other enablers
  - Collect and share tools/resources
  - Develop governance
  - Learn from other “Federated Nations”
- ***What Co-Chairs said***
  - “Go back - to go forward”
  - Summarize existing FPTM Digital Strategies

# Proposed alignment of the working groups to support the advancement of the Joint Councils priorities.

## Digital Identity Priority



Digital Identity Working Group

Identity Management Sub-Committee (IMSC)

Canada's Digital Interchange (CDI)

## Digital Strategy Priority



Digital Strategy Working Group

Canada's Open Government Working Group

Cloud Working Group

## Client-Centric Services Priority



Client-Centric Services Working Group

Service Network Collaboration Working Group

Service to Business Working Group

Death Notification Working Group

Privacy Committee

Research Committee

National CIO Working Group on Information Protection

IT Procurement Working Group

# Definition of Digital Strategy

- *Strategy is setting a direction, sequencing resources and making commitments.*
- *Digital is the application of information and technology to raise human performance.*
- Digital is different from digital automation.
  - *Organizations looking to create value from digital technology need a strategy that is more powerful than digital substitution. They need to create a digital edge, where digital information and physical resources combine in new ways to create value and revenue. Enterprises seeking a digital edge transform processes, business models, and the customer experience by exploiting the pervasive digital connections between systems, people, places, and things.*
- What is a digital government?
  - *Digitalization is the transformative process for turning digitized resources into new sources of revenue, growth and operational results. Everything is possible with digital technology but a digital government and digital leadership knows how to separate what is possible from what is valuable.*

# OECD Definitions\*

- **Digital Government** refers to the use of digital technologies, as an integrated part of governments' modernisation strategies, to create public value. It relies on a **digital government ecosystem** comprised of government actors, non-governmental organisations, businesses, citizens' associations and individuals which supports the production of and access to data, services and content through interactions with the government.
- **Digital technologies** refer to ICTs, including the Internet, mobile technologies and devices, as well as data analytics used to improve the generation, collection, exchange, aggregation, combination, analysis, access, searchability and presentation of digital content, including for the development of services and apps.
- **Public value** refers to various benefits for society that may vary according to the perspective or the actors, including the following : 1) goods or services that satisfy the desires of citizens and clients; 2) production choices that meet citizen expectations of justice, fairness, efficiency and effectiveness; 3) properly ordered and productive public institutions that reflect citizens' desires and preferences; 4) fairness and efficiency of distribution; 5) legitimate use of resource to accomplish public purposes; and 6) innovation and adaptability to changing preferences and demands.

# Digital Strategy – Capabilities and Enablers

*By digitizing processes and making organizational changes, governments can enhance services, save money, and improve citizens' quality of life.*

- McKinsey Digital by Default

**A digital government has core responsibilities support by organizational enablers.**

Capabilities: citizen- and business-facing innovations

## Services



- Digitization of touch-points
- Consolidated online-access platforms
- Citizen and business portals
- Messaging platforms
- Payment platforms

## Processes



- Automation of transactional processes (eg, grant applications)
- Digital enablement (eg, e-health)

## Decisions



- Deployment of sensors (eg, mass transit)
- Advanced predictive analytics
- Large-scale, cloud-based data storage

## Data sharing



- Unified, open public registers
- Peer-to-peer sharing of data
- Cocreation of solutions with private sector and citizens

Enablers: innovations across government systems

## Strategy



- Close connection to broader government priorities
- Bold aspirations translated into concrete targets
- Focus on citizen and business experience
- Attention to needs of marginal populations (eg, elderly)

## Governance and organization



- Organizational design mapped directly to goals
- Governance and accountability for pace, scale, and collaboration
- Funding mechanisms for collaboration, innovation, and efficiency
- Regulations that allow open, joined-up citizen experiences

## Leadership, talent, and culture



- Leadership commitment and awareness of trends and opportunities
- Technical and implementation talent
- Programs to attract and retain digital workers

## Technology



- Two-speed model for rapidly deploying new services
- Agile development at scale
- Analytics platforms to support efforts in big data and open data
- Robust cybersecurity measures and controls

# Digital Maturity of Public Sector

## MATURITY LEVEL

Focus is on moving services online for user convenience and cost savings, but data and its uses are siloed and extremely limited.

Focus shifts from simply listening to citizen or user needs to proactively exploring the new possibilities inherent in strategically collecting and leveraging data.

Data flows regularly across organizational boundaries, leading to easier interactions and better services for constituents.

The innovation process is predictable and repeatable, even in the face of disruptions or sudden events that require rapid responses.

Open government programs intended to promote transparency, citizen engagement and the data economy.

Clearly dealing with privacy issues is a critical success factor



# Overview – Municipal Digital Strategies

- Four Leading Canadian Municipal Digital Strategies
- All seek similar outcomes: political engagement, economic development, digital infrastructure and organizational capacity.
- $\frac{3}{4}$  are not an IT strategy, each seeks to use capabilities of *digital to work differently, support long-term aims and create new value*
- Focus on *engagement and access* is function of political engagement/leadership and proximity of elected officials.
- Digital infrastructure investments are *governed, planned and funded*.
- Identity management *not a* top priority.

Municipality	Engagement & Access	Economic Development	Digital Infrastructure	Organization Capabilities/ Maturity
Vancouver	✓	✓	✓	✓
Calgary	✓	✓	✓	✓
Mississauga	✓	✓	✓	✓
Peel	✓	✓	✓	✓

**The Digital Strategy**

*"The fast pace of digital – the slow pace of government".*

The challenge for Vancouver, and perhaps all cities, is to be more agile under the diametrically opposed pressure of consumer-driven technology adoption and expectations and the increasing need to minimize risk and maximize value.

The Digital Strategy sets out a 4 year roadmap that moves Vancouver's approach to digital from adhoc and sometimes siloed to an integrated and strategic approach that prioritizes key actions which will have the most value for citizens, business and the organization.

A member of the Digital Strategy External Advisory Group coined this phrase as the group was imagining Vancouver's digital future.

CITY OF VANCOUVER

# Overview P/T Digital Strategies

- Variation in focus and maturity
- Most common elements
  - Identity management
  - Creation of platforms and standards
  - Improved public services focus
  - Management and use of data as an asset (i.e. seeking to monetize)
  - Efforts to close organizational digital maturity-capability gap
- Other observations
  - Those led by IT recognize need to change relationship with business and stakeholders

Province Territory	Public Engagem't /Access	Economy  (innovation, economic devm't)	Digital Public Service  (Identity Mgmt, platforms, standards, principles)	Transform via Alliances  (new role, service broker)	Improved Services  (cheaper, faster better)	Org Maturity / Capacity  (Skills, culture, capability)	Info Assets  (data analytics , evidence based decisions)
B.C.	✓	✓	✓	✓	✓	✓	✓
Alta			✓	✓	✓	✓	✓
YK			✓		✓		✓
SK		✓	✓		✓	✓	
ON	✓	✓	✓	✓	✓	✓	✓
QUE	✓	✓	✓		✓	✓	✓
NB	✓	✓	✓	✓	✓	✓	✓
NS			✓	✓	✓	✓	✓
NL		✓			✓	✓	✓
PEI					✓		✓ <sup>10</sup>

# Overview of GoC Digital Strategy Material

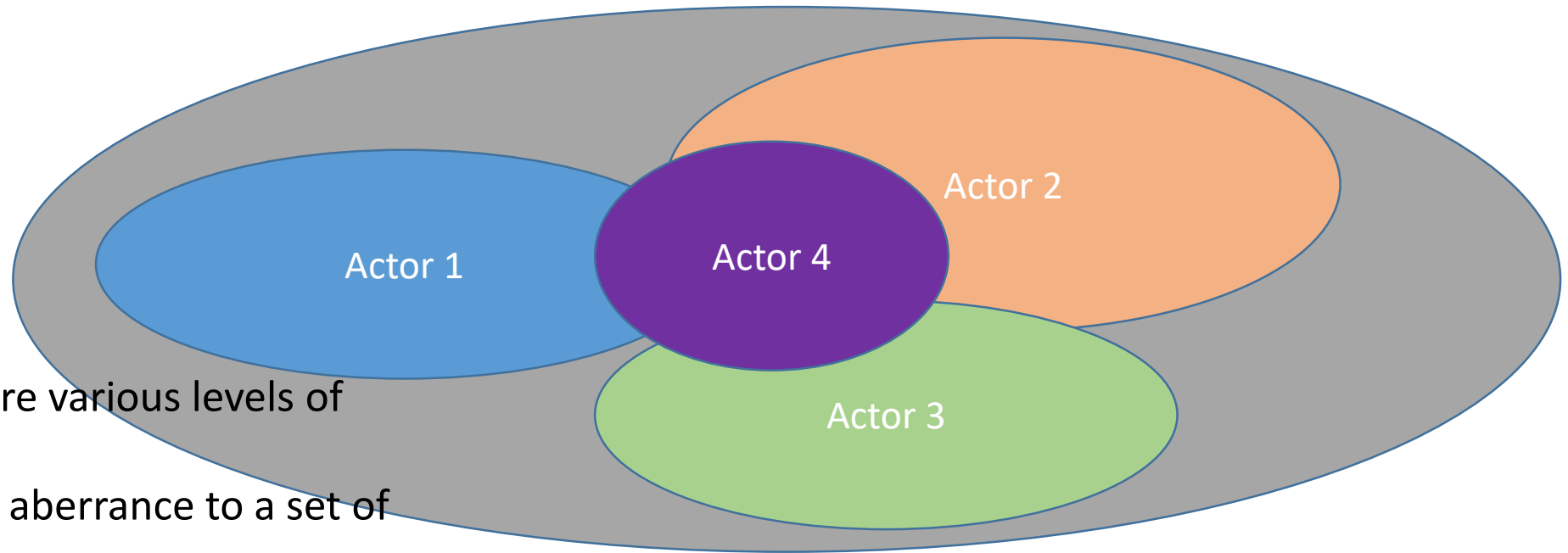
- Political engagement is high and direction is clear.
- TBS and new Canada Digital Service focus on policy, principles platforms, capability and culture.
- Department focus is on translating policy digital principles into results...(improved services for Canadians, new capabilities, and use of data as assets for policy development, decision making and improved operations).

Org	Engage /Access	Economy	Digital Public Service	Transform via IT /Bus alliances	Improve Services for Canadians	Org Maturity Capacity	Info assets
TBS	✓	✓	✓		✓	✓	✓
CDS	✓	✓	✓	✓	✓	✓	✓
CRA			✓		✓	✓	✓
VAC			✓	✓	✓	✓	✓
ESDC	✓		✓		✓	✓	✓
IRCC	✓		✓		✓	✓	✓

# Sphere of Strategy

“National Digital Strategy” is the combination of interrelated strategies across Canada, of FPTM players and other stakeholders.

It is the inter-working of these strategies that deliver “World Class” service to Canadian citizens.



These strategies will require various levels of coordination.

- Some will require strict adherence to a set of standards to work
- Some will be guided by “implementation guides”
- Others will be completely independent

# Proposed Mandate of Digital Strategy Working Group

- Work with Joint Councils to define their role re Pan Canadian Digital Strategy
- Collect and share tools/resources re Digital Strategies

# Addendum : Joint Councils Logic Model

## JOINT COUNCILS - LOGIC MODEL

**VISION** Enabling World Class Public Services Through Co-creation and Collaboration

**CALL TO ACTION** Focus & Acceleration to Enable Digital Government for Canadians

**OBJECTIVE** Focused Collaboration to Exceed Client Expectations

### JOINT COUNCILS PRINCIPLES

**Client-Centric**  
Ensuring the customer is at the center of everything government does through co-creation.

**Trusted and Secure**  
Ensuring services are designed to be privacy respecting and citizens are able to trust their information is secure.

**Digital by Design**  
Building for digital first, so that all channels can leverage the digital solution.

**Collaboration**  
Fostering an environment across levels of government and jurisdictions to enable multidisciplinary teams to deliver client centered services and benefit from the collective experience and knowledge.

**Measurable & Managed**  
Defining outcomes early and using research and measurement to create the right solutions and enable process improvement.

### JOINT COUNCILS LONG TERM GOALS

**Enabling Government Without Borders**



Providing simple, seamless and convenient access to government information and services to Canadians regardless of where someone lives or does business.

**Enabling Digital Society**



Providing Canadians with the public sector services, supports and data that they need to live and do business in today's society.

**Enabling a Modern & Innovative Government**



Leveraging data and research to inform policy development, service design and service delivery while being open, transparent and efficient.

### JOINT COUNCILS SHORT TERM GOALS

Governance & Service Delivery Model

Modernized Policies, Regulations & Legislation

Transformed Client Centered Services

Digital Culture / Capacity

Improved Results (Measurement & Reporting)

Foundational Digital Enablers

Empowerment Through Open Government

Activities to be developed as part of next steps