

# Digital Government Transformation

Some thoughts on how we become  
fit for purpose in the 21st Century.

Presentation for PSSDC  
Pia Andrews

# “Digital government” is evolving

## Early digital [e]government

- program/agency centric;
- reacting to change;
- fringe digital teams;
- websites and online forms;
- process automation;
- using tech on people;
- centralised & closed delivery;
- measuring success financially;
- some emerging technologies & trends, concerns about future;
- directed staff.

## Evolved digital government

- user centric;
- proactive to social/tech changes;
- widespread capability across sector;
- omni-channel, Gov as a platform;
- design led services & systems;
- co-designing with those we serve;
- distributed & open delivery;
- measuring outcomes holistically;
- ambitious, optimistic, inclusive agenda to co-design better futures;
- empowered staff.

# Digital Government Transformation concepts for consideration:

- 1) Transformation involves changing into something different.
- 2) Great services require ownership of the whole service experience.
- 3) The best way to scale is to empower our people.
- 4) You become what you value.
- 5) People expect more from us than efficiency & effectiveness.

# Consideration #1

**Transformation involves  
changing into something  
different.**

The thing about waterfall is it always ends up running off a cliff.

# OECD Global Trends in Government

<https://trends2019.oecd-opsi.org/>

## **TREND 1: INVISIBLE TO VISIBLE**

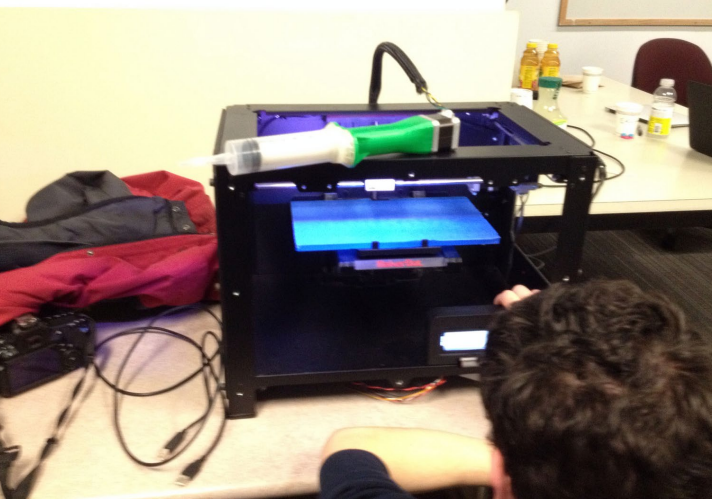
Governments in recent years have made transparency and openness a focus, but the insights, perspectives and opinions of citizens and residents remain largely invisible. Governments may also struggle to see the different paths they can take to design successful policies and services. Governments are taking innovative steps to make these invisible factors visible.

## **TREND 2: OPENING DOORS**

The complexity of government has traditionally limited participation and minimised public value for underserved populations. But new technologies, open data, and the emergence of new business models have created space for governments to explore new opportunities that open doors to the public value of government.

## **TREND 3: MACHINE-READABLE WORLD**

Our world is being translated into bits and bytes that can be read by machines and fed into algorithms. Governments are innovating to reconceive the way policy and legislation is created by making them machine-readable. They have also begun to digitise human characteristics, senses, and surroundings to deliver innovative services and interventions.

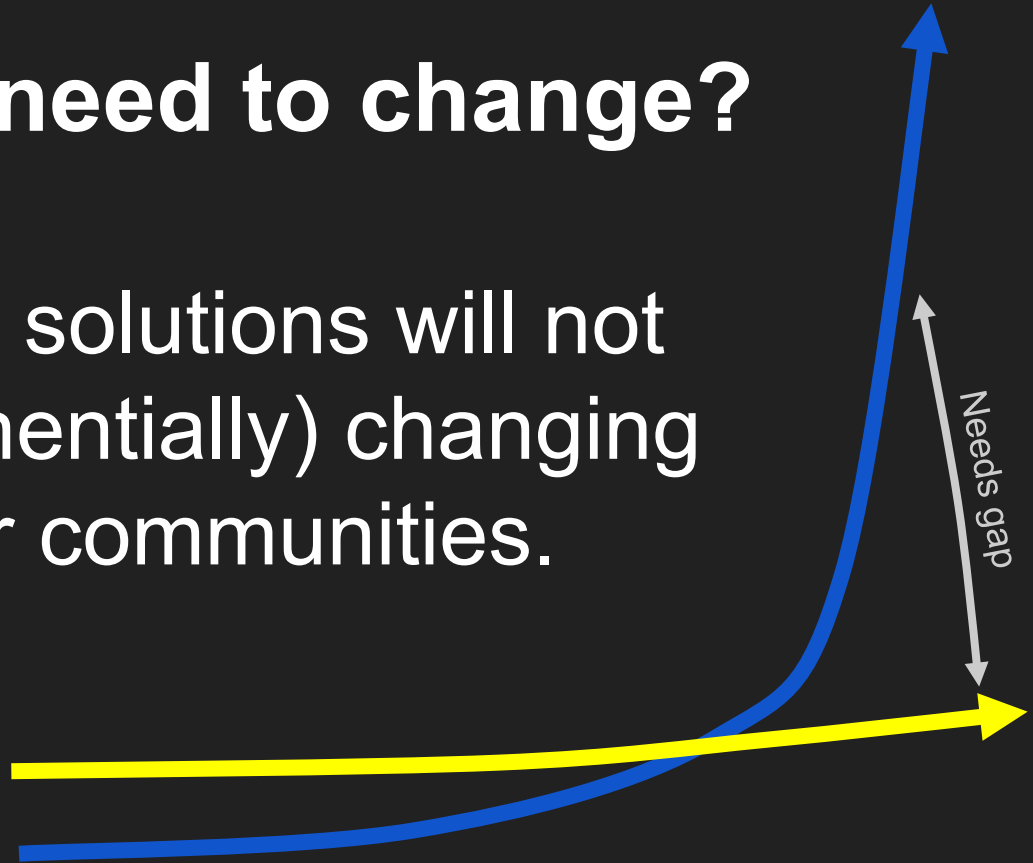


photography:ThaQeLa

Attributions: [westonhighschool library](#) "3D printer with syringe modified to print food" CC BY SA 2.0, [NASA Goddard Space Flight](#) "DSCOVR Liftoff" CC BY, [ThaQeLa](#) "Robot" CC BY NC ND 2.0, [Transhumanism](#),

# So why do we need to change?

Because linear solutions will not meet the (exponentially) changing needs of our communities.





# Iteration:

## No more bandaids!

Use your power and position to create systemic responses to systemic issues.

We need exponential solutions to exponential problems.



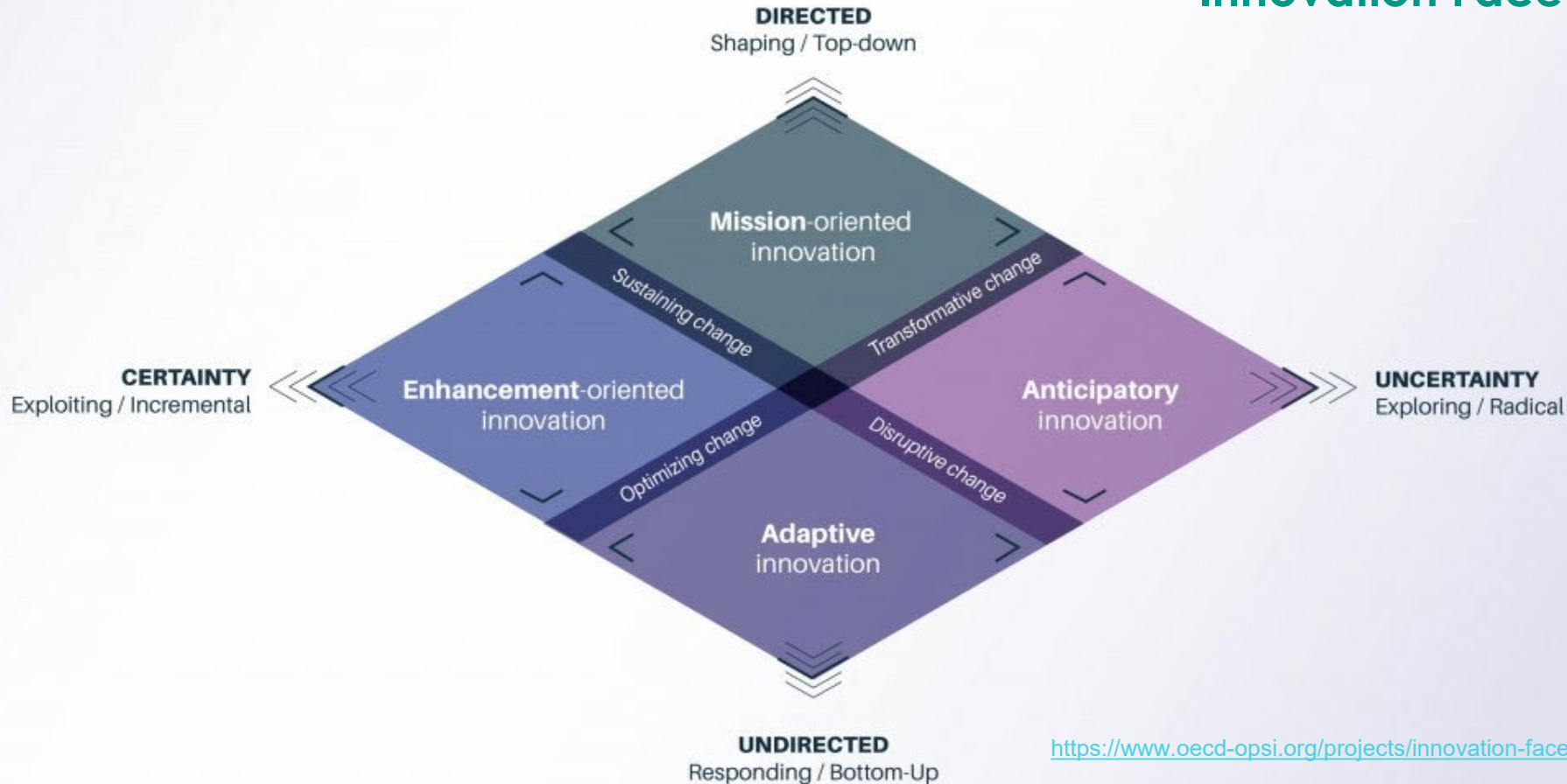


Iteration is an **“improvement”**.

Transformation is **systemic & normalised**.

Innovation is changing **how** you do things  
and is simply a **means to transforming**.

[Scaling innovation and transformation](#) article by Pia  
A systemic [transformation methodology developed](#)



# Iterations

- Faster horses

# Transformations

- Cars

# Iterations

- Faster horses
- Faster cars

# Transformations

- Cars
- Portals

# Iterations

- Faster horses
- Faster cars
- PDFs online

# Transformations

- Cars
- Portals
- User centred application

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- Sharing data

# Transformations

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- User centred application
- Verifiable claims

# Iterations

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- Faster cars
- PDFs online
- Sharing data
- Better website/app

# Transformations

- Cars
- Portals
- User centred application
- Verifiable claims
- Personal AI driven services



# Iterations

- Faster horses
- Faster cars
- PDFs online
- Sharing data
- Better website/app
- Better silos

# Transformations

- Cars
- Portals
- User centred application
- Verifiable claims
- Personal AI driven services
- Gov as a platform

# Iterations

- Faster horses
- Faster cars
- PDFs online
- Sharing data
- Better website/app
- Better silos
- Legislation as XML

# Transformations

- Cars
- Portals
- User centred application
- Verifiable claims
- Personal AI driven services
- Gov as a platform
- Legislation as code

# Iterations

- Faster horses
- Faster cars
- PDFs online
- Sharing data
- Better website/app
- Better silos
- Legislation as XML
- New coffee blend

# Transformations

- Cars
- Portals
- User centred application
- Verifiable claims
- Personal AI driven services
- Gov as a platform
- Legislation as code
- Space food

# You can tell the different by the impact.

Iteration = faster, better, cheaper, more, less.

Value is generally unilateral & measured in degrees.

Usually urgent and addresses symptomatic relief.

Transformation = better solution, systemic outcome.

Value is generally multilateral & measured in factors.

Often less urgent but addresses causal factors.

# COVID has:

- Exposed major gaps & inequity;
- Created an appetite for transformation; but also
- Accelerated iteration.

How are you dealing with this paradox?

# Service transformation **requires** policy & org transformation

(we are all on this journey)



We need better policies, rules,  
services & regulation, that can be  
more easily implemented,  
modeled & reformed holistically.

Human-centric for **better human outcomes** that  
reflect 21st century paradigms.



# We need to adapt to digital, new paradigms & exponentialism.

How we have always done it is demonstrably not scaling to 21st century speed of change.

Policy development needs a multi-disciplinary approach, to bridge the policy/deliver continuum, rapid test driven prototyping & legislation as code.

We need to design better futures  
to avoid repeating the status quo  
with shiny new things.

How do we inoculate against reactivism? How do  
we focus on the important, not just the urgent?  
How do we design a future state to collectively  
work towards something better?

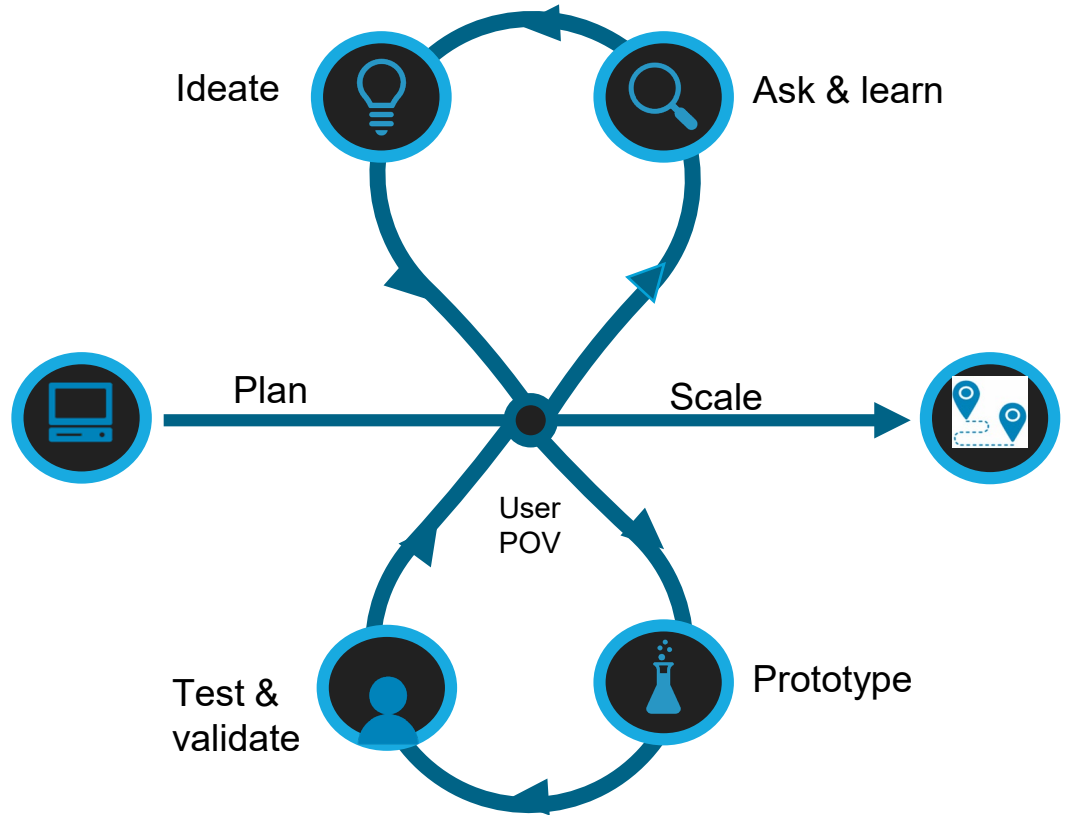
Shaping society and economy is  
no longer simply about shaping  
human behaviour.

Machines won't respond to legal, financial or  
criminal pressures. Our incentive systems are  
driving strange outcomes. We need UX, DX & MX.

User centric, test driven & iterative policy is possible.

# ASK, LEARN, TEST, SCALE

We need to make space  
to **talk to users**,  
**experiment**      **co-**  
**design**



# Idea: Transforming the delivery of new policies

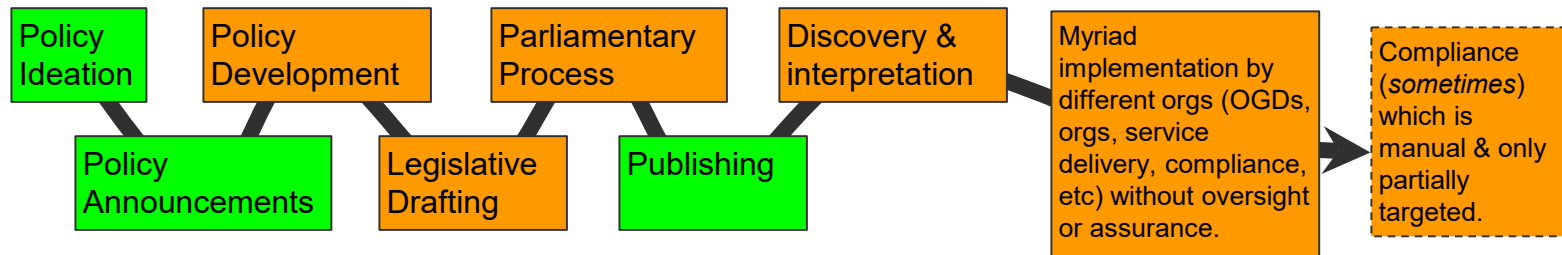
## Leveraging agile, test driven, user centred & digital methods for policy



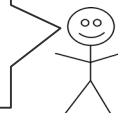
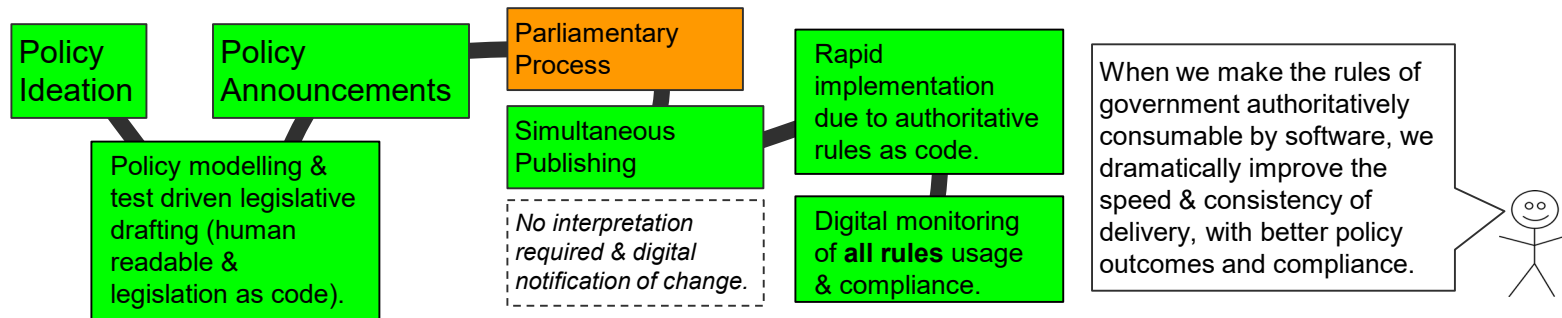
Imagine being able to rapidly develop new policies, that are enacted by parliament (inc the usual democratic rigour) and available for implementation that same moment for rapid & consistent implementation through new service, benefits or regulation. It is possible, but only through transforming the policy/service continuum.



### Current Policy Approach



### Alternative Policy Approach



# Transformation in Government

Our work is to help public sectors transition to being **fit for purpose in the twenty-first century**: responsive, agile, proactive, values-led.

It is a **change journey** where we need to **reimagine, explore, map out, demonstrate, measure, guide and build the foundations** for change across all functions of government.

Digital transformation is about building a new vessel.





# Consideration #2

**Great services require ownership of the whole service experience.**

Who are your users? Who is responsible for the end to end user experience? How do you know if your services meet their needs?

# Example of a Digital Mandate

To deliver a **dignified, user-centric, responsive and integrated** digital journey that **delights, empowers and motivates people to help themselves.**



# Definitions - what does the mandate mean?

Total experience of users should be as dignified as possible: meeting needs without unnecessary discomfort, respecting time, accessible, inclusive, context appropriate, user consent, log in only when required..

Genuinely putting the user are the centre of integrated service design and delivery, users are both clients (people and businesses), staff & machines, taking into account their needs, tech, channels, etc.

Services that are responsive to change, personal journeys and needs, providing helpful guidance where appropriate, inclusive design to provide different pathways according to need,

To deliver a **dignified, user-centric, responsive and integrated** digital journey that **delights, empowers and motivates people to help themselves.**

Provides ability for people to self serve and do what they need to do, accessibly, at their time and channel of convenience.

Trustworthy, ease of use, values aligned, helpful without being creepy, creates new value for end users, provides useful and timely nudges..

An integrated services from a user's perspective, bringing together everything they need. This requires bringing together systems, data, and disparate functions into a virtualized presentation layer that supports online & emerging channels.



Who is responsible for the  
holistic service experience in  
your organization?

CSO, CDO, CIO, “the business”?  
Fragmented ownership > fragmented service

# Who are your users?

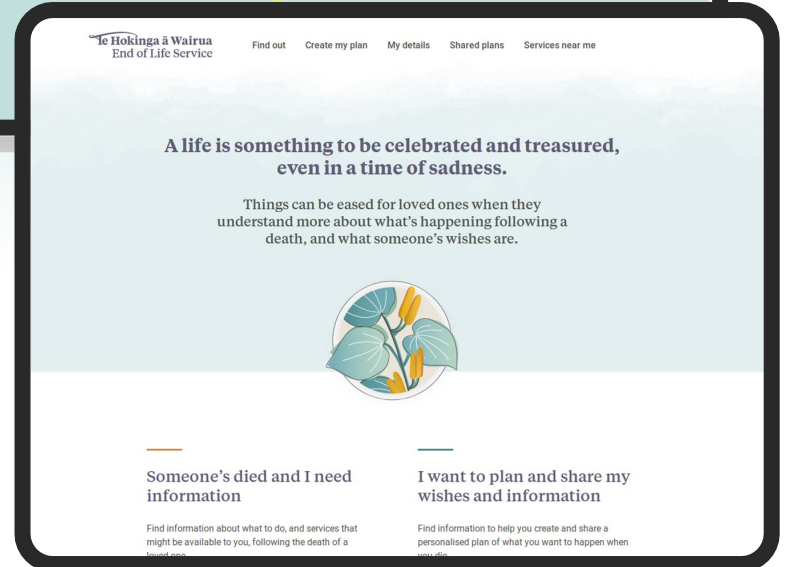
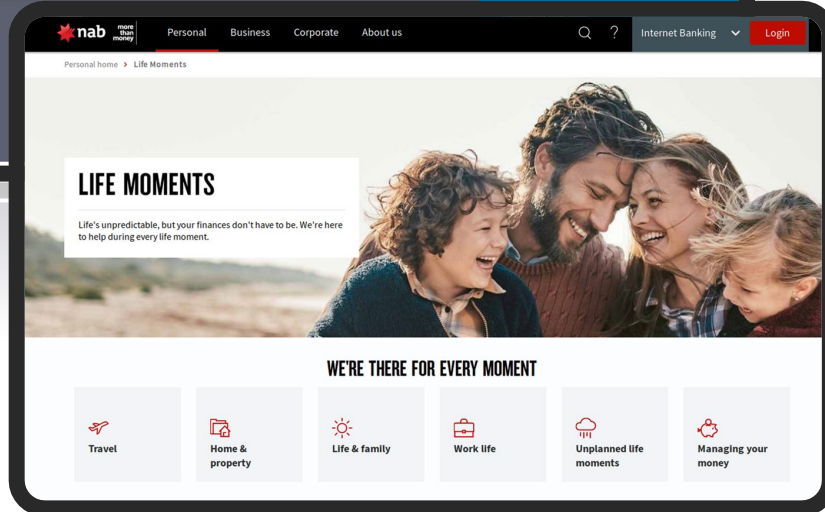
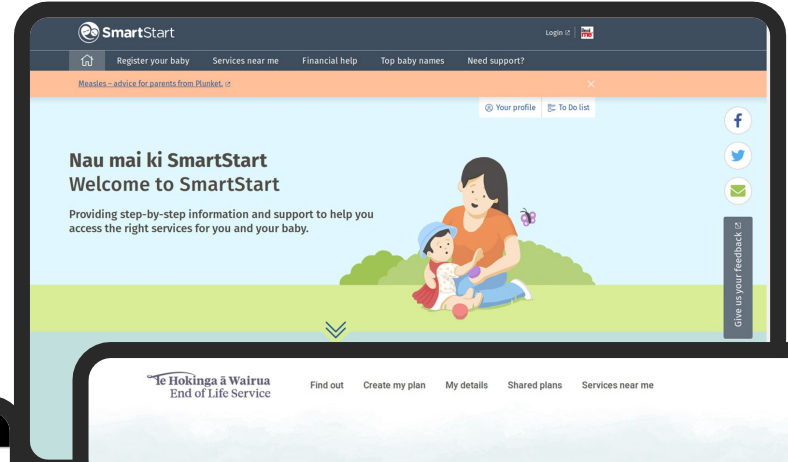
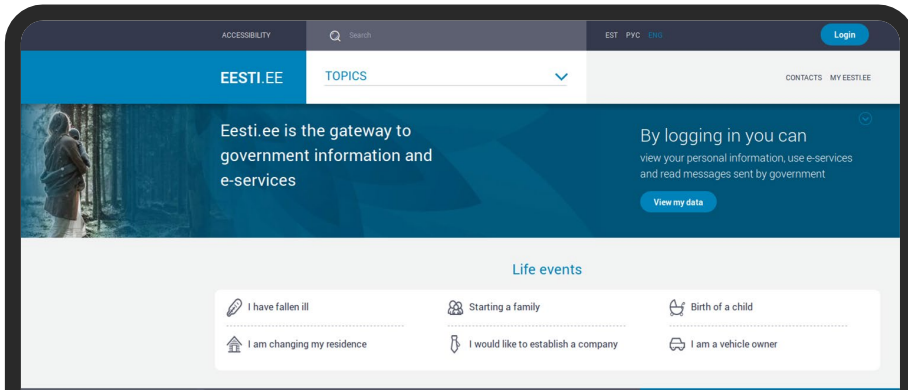
“But we don’t have users!”

Everyone has users to serve.

(Beyond services: eg. procurement, property, regulation)

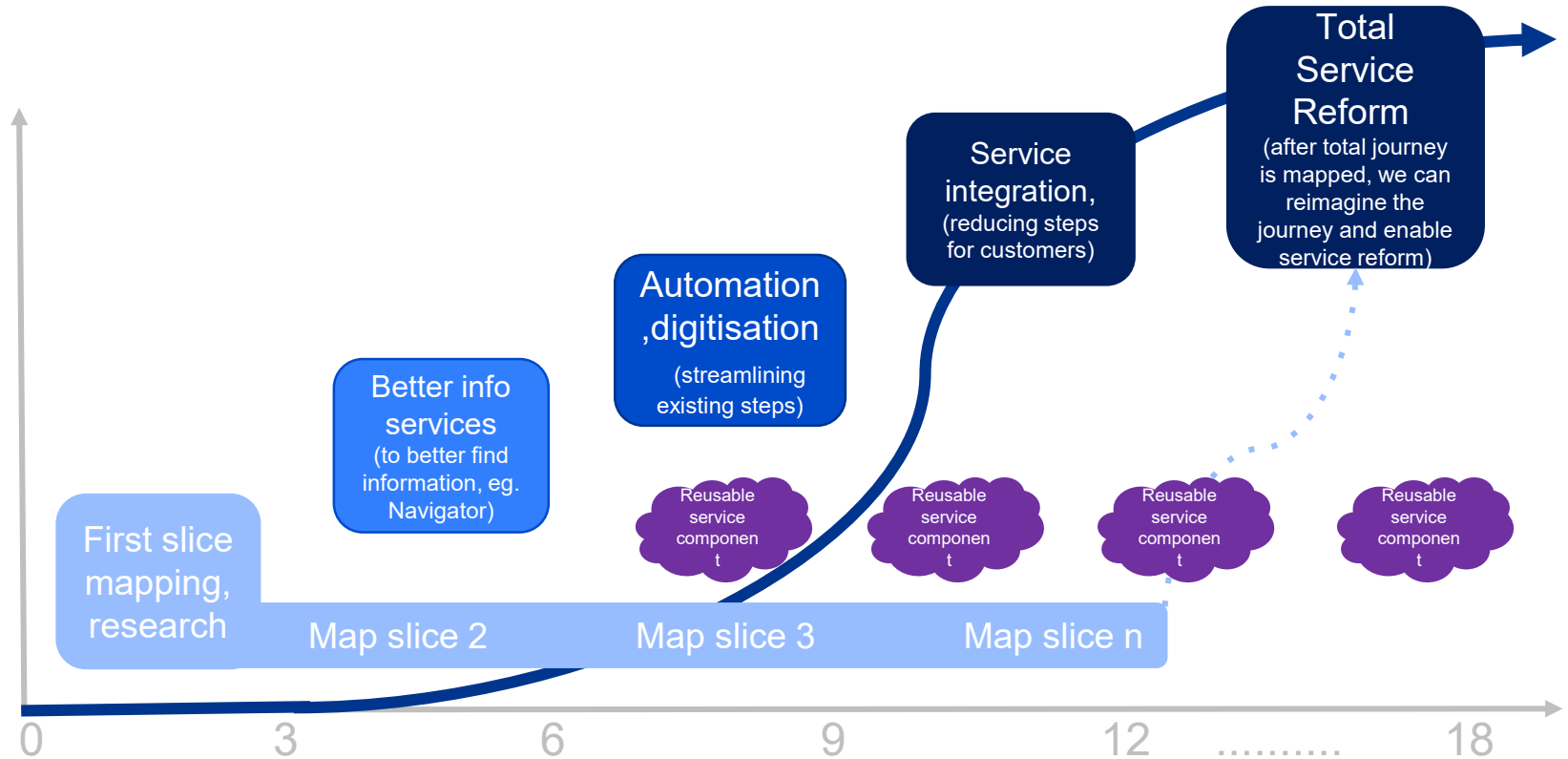
How can we build user  
centric services if we  
don't understand the  
context of the user?

# Life journey based services: Estonia, NAB, New Zealand

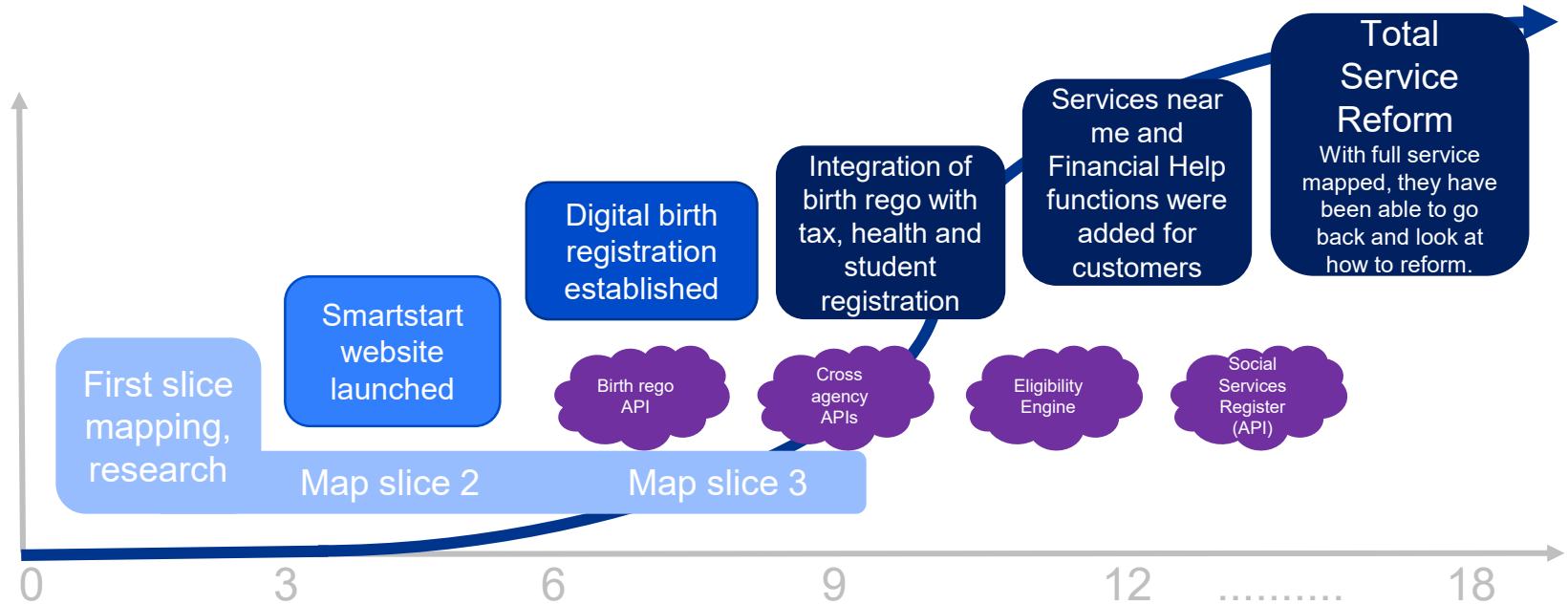




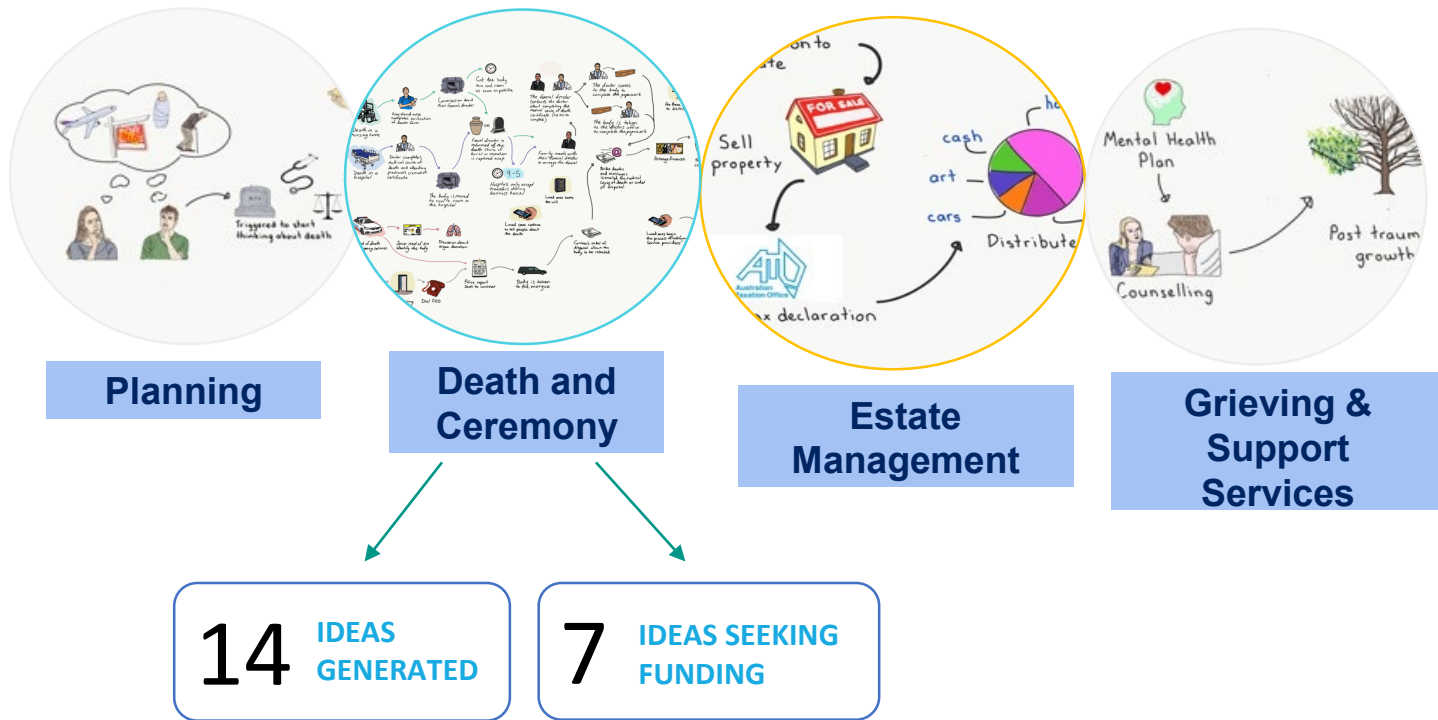
# Service Transformation through Life Journeys



# The SmartStart service (starting a family) in NZ

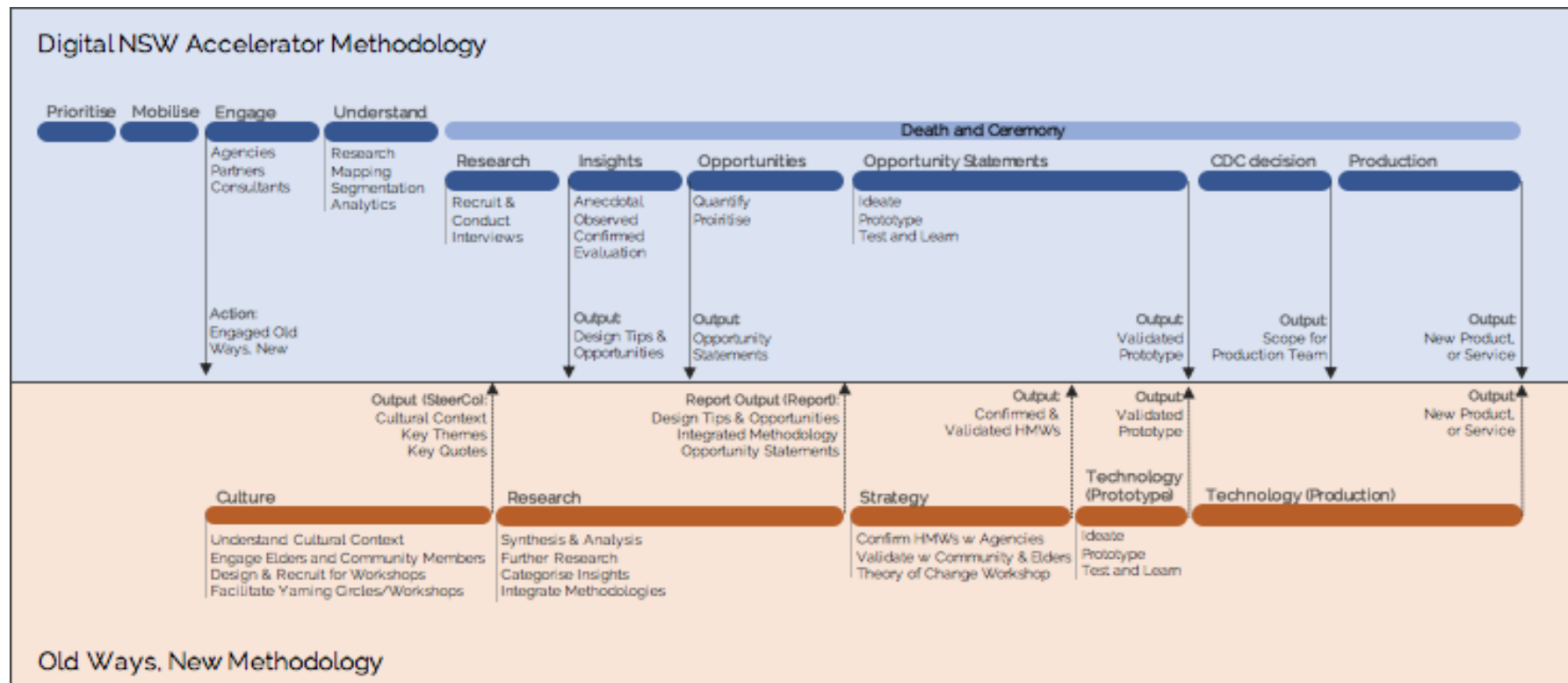


# End of Life Journey – exploring logical slices of CX



# Aboriginal cultural consideration

- *Old Ways, New* is an Indigenous owned and managed social enterprise based in Redfern, on Gadigal land.
- Provide understanding around current and traditional Aboriginal cultural practices regarding death and Sorry Business.



How can we change if  
we don't make time to  
imagine & design  
something better?

Or, walking eyes open towards the horizon must be  
better than running in the dark (or on the spot).

# How could we co-design better futures (hint: it ain't apps)



**Optimistic futures (NZ)** <https://www.digital.govt.nz/blog/labplus-exploring-optimistic-futures/>

# Futurespective

Designing and building better futures for NSW



digital.nsw  
accelerator

DESIGNING  
BETTER  
FUTURES

ENGAGING  
MORE WITH  
LOVED  
ONES?

INCREASING  
OUR HEALTH-SPAN?

STRONGER  
LOCAL COMMUNITIES

ARE WE HEALTHIER?  
PAIN FREE? ACTIVE?  
ENHANCING OUR  
BODIES?

IMMERSIVE  
ENTERTAINMENT  
IS EMBEDDED

BUILDING MORE  
SUSTAINABLE  
ENVIRONMENTS

THINKING  
SYSTEMATICALLY

SOLVING POVERTY?

EXPLORING  
INNER & OUTER  
SPACE

DIGITAL **NSW**  
FUTURESPECTIVE  
VISIONS OF THE FUTURE

TOBIAS

GRAPHIC CAPTURE BY  
@FABLE\_US  
DESIGN@TOBIAS.COM



# Space caravan nomad

George is an 85 year old who might, in early decades have been called semi-retired, and lives in a low orbit space station so he can take advantage of low gravity, ease of travel and transnational trends. He has a pet dinosaur, a genetically created companion, which he adopted from the pound.

George wakes up to a 3rd sunrise from sleep stasis. Sleep stasis is the latest in extending and maintaining quality of health much longer, and George has been doing it a long time, so 85 is the new 40!

He eats breakfast from the hydroponic garden while his personalised AI updates his personal info and asks him some questions to optimise plans for the day. At 10am George does his daily personalised rejuvenation regiment with meditation. Everything he has or acquires can be recycled on the ship with the nano-shute so he has unlimited molecular materials to hand to 3D print what he needs.



At midday George has a social catch up with some dear friends. He prefers face to face for his friends and family but uses VR hologram meetups for work and volunteering. Given the whole world is accessible within an hour for the space nomad, George loves to explore historical sites and artefacts, and the social catch up is scheduled for Baghdad. After lunch, George takes his dinosaur for a walk around Baghdad to shop for materials to make handmade gifts, and memory trinkets for the space caravan, then heads on back to space for his virtual mentoring one on one session with an AI selected recipient who is starting out as a horticulturist.

At 5pm, George attends his nephew's birthday virtually, a little too tired to travel again, but he has organised for his hand made gift, so much more meaningful! To be delivered by drone. Afterwards he interacts with the government bot to figure out his services schedule and plan which trending jurisdiction best reflects his values and citizenships for the next earth stay.

Government as a Platform provides a foundation for many futures through mashable, scalable architecture.

Article: [Government as a Platform: the foundation of digital government and Government 2.0](#)

Attribution: [residential foundations](#) CC BY-NC 2.0



# Consideration #3

**The best way to scale is to  
empower our people.**



Do your teams and staff feel safe, supported, valued?

They need:

- Time / space
- Permission to try
- Strong culture
- Encouragement
- Minimise “urgent”



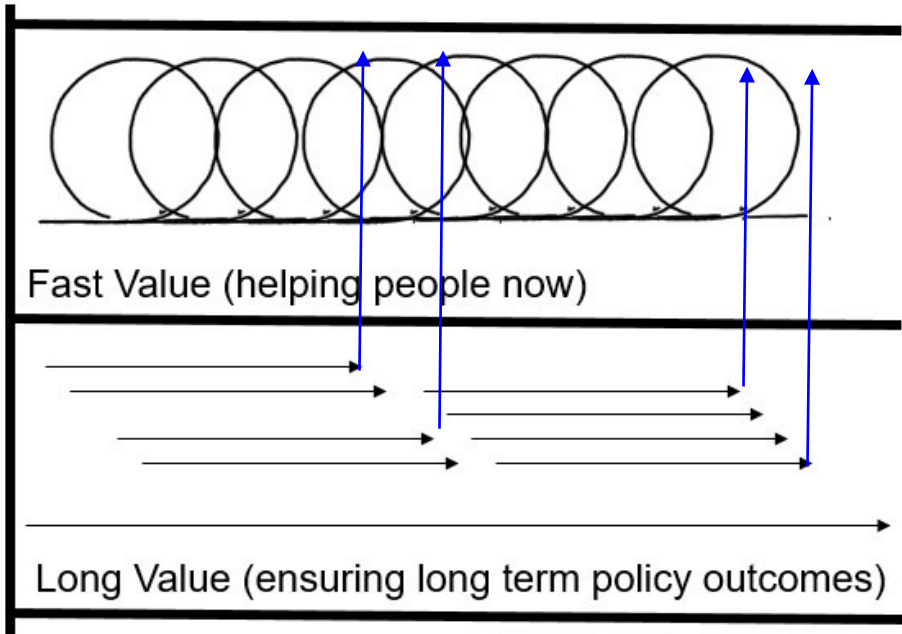


# We all need sandpits to safely play

Attribution to Matthew Willis, 'construction pit', CC-BY-NC-ND at <https://flickr.com/photos/ukalip/378747583/>

Any and all change  
**requires**  
capacity first

You never have time, you have to make it.



Pia's  
“eye of Sauron”  
for planning &  
expectations  
management

FV gives authority,  
LV gives credibility



Servant Leadership  
is critical to  
empower and  
enable your staff.

The best way to scale your  
impact is to increase the  
impact of all your people.





# Openness enables transformation

- Peer review improves outcomes
- Build on the shoulders of giants
- Enables natural partnerships
- Creates demand for what is 'good'
- Taps into a world of expertise
- Improves buy-in and trust

Don't ask for trust, be trustworthy.

Article: [What does open gov mean for digital transformation](#)



Attribution: Alan Levine "[Open Everywhere](#)" Public Domain

# Consideration #4

You become what  
you value.

Sometimes known as you are what you measure.

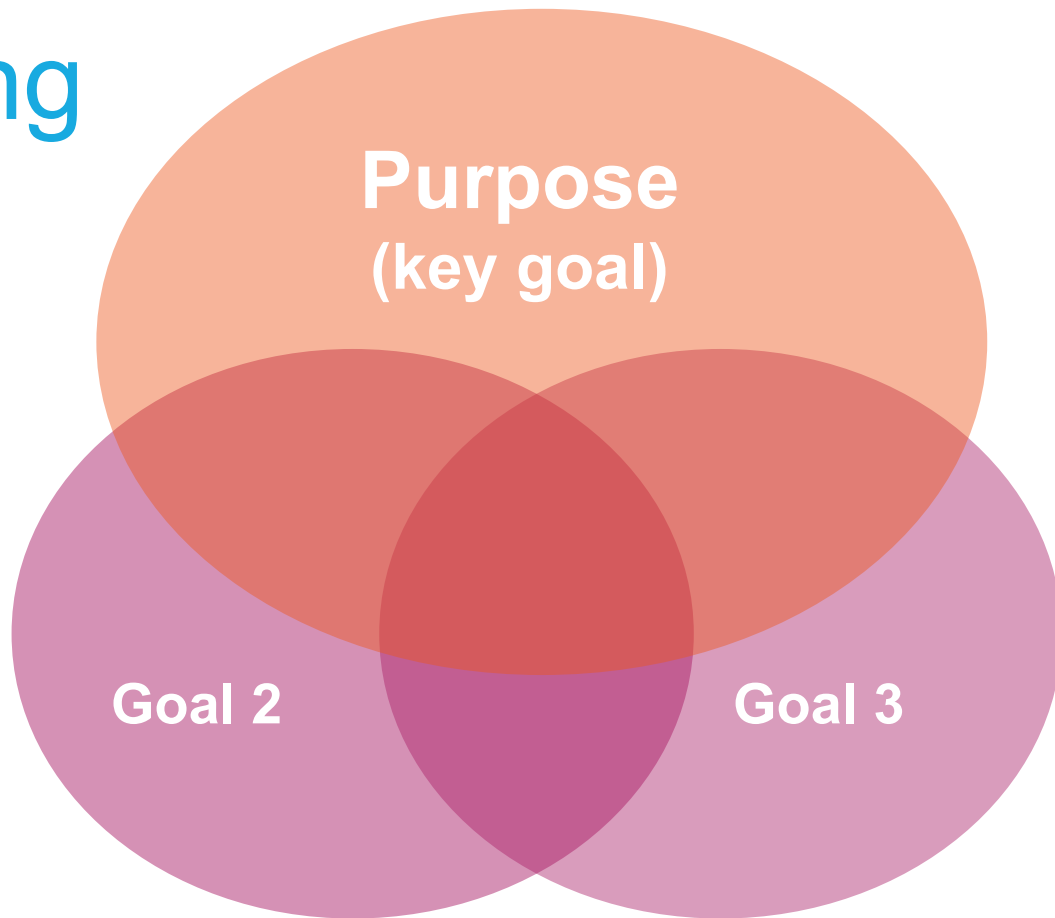
If you want human outcomes,  
you must measure human impact.

Even with the best user and performance  
metrics, are you meeting the policy objective?

# Understanding Incentives

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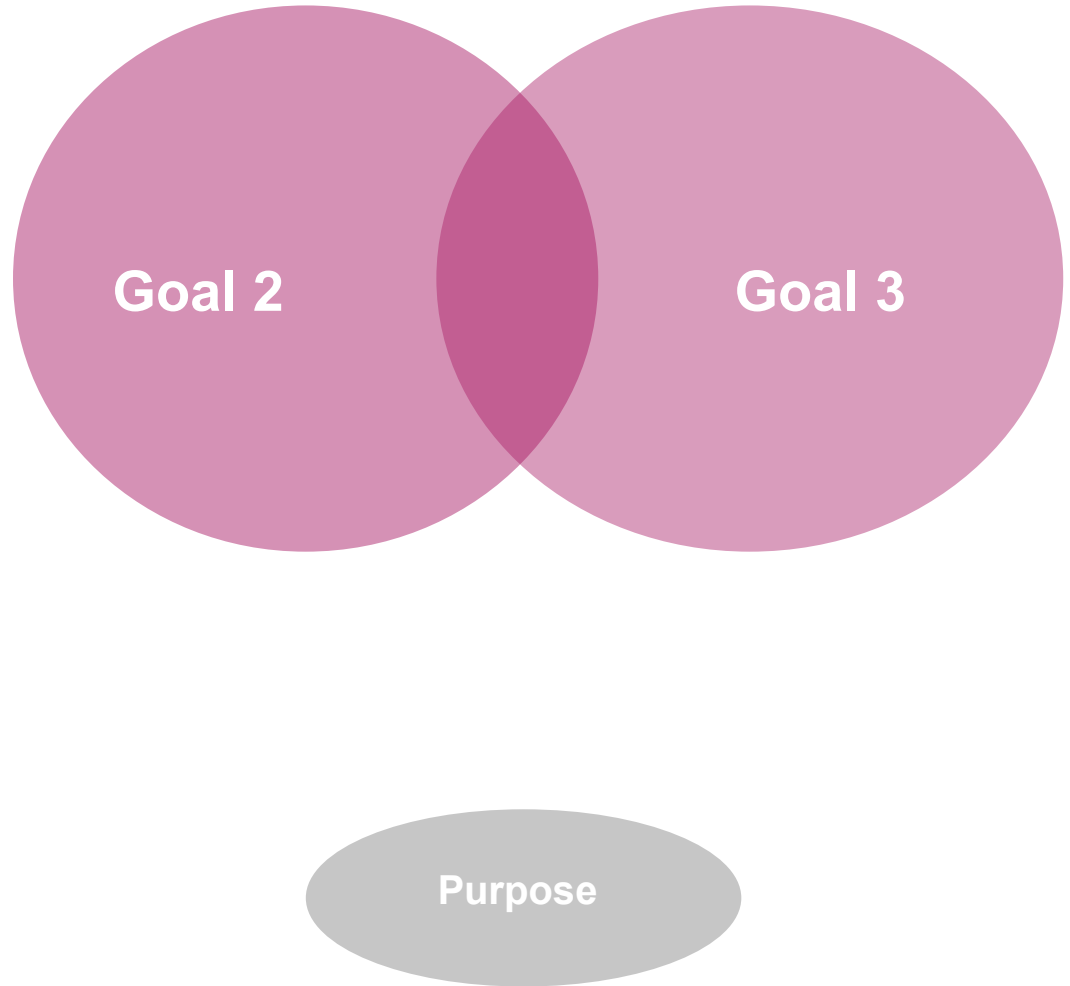
What is the **outcome** you are trying to achieve?



# Perverse Incentives

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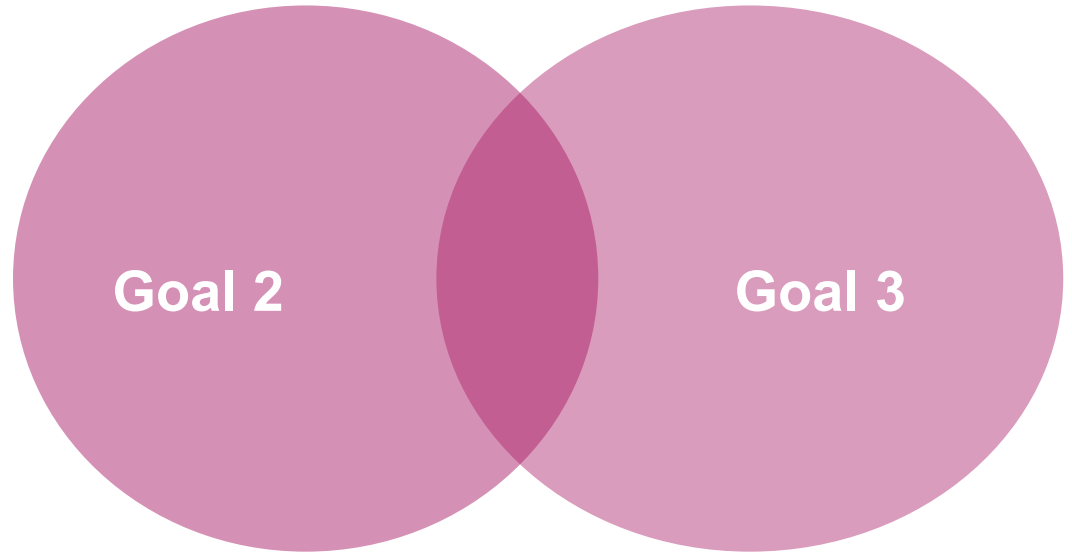
Are your measures  
of success  
supporting your  
purpose?



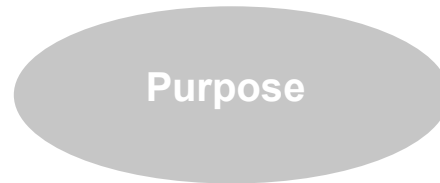
# Outcomes based

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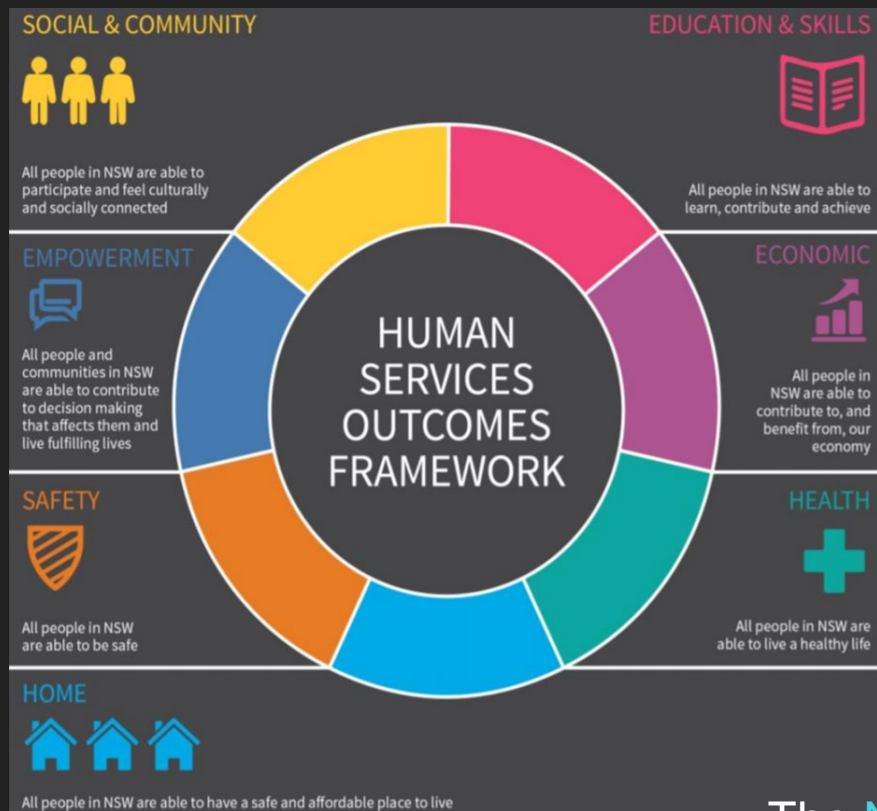
Measuring outcomes helps ensure outputs measures aren't assumed to equal success.



Sometimes competing business units lose the ability to deliver cohesive outcomes.



# To make a measurable difference in people's lives



“Priority outcomes from the Logic Model can be translated into a measurable set of indicators that:

- can be monitored
- provide data about progress
- have a clear link to the desired outcomes
- are practical and can be validated.”

The [NSW Human Services Outcomes Framework](#)

# To make a measurable difference across the board

## The Four Capitals

Intergenerational wellbeing relies on the growth, distribution, and sustainability of the Four Capitals. The Capitals are interdependent and work together to support wellbeing. The Crown-Māori relationship is integral to all four capitals. The LSF is being continually developed and the next iteration of the framework will consider the role of culture, including Māori culture, as part of the capitals approach in more detail.



### Natural Capital



This refers to all aspects of the natural environment needed to support life and human activity. It includes land, soil, water, plants and animals, as well as minerals and energy resources.



### Social Capital



This describes the norms and values that underpin society. It includes things like trust, the rule of law, cultural identity, and the connections between people and communities.



### Human Capital



This encompasses people's skills, knowledge and physical and mental health. These are the things which enable people to participate fully in work, study, recreation and in society more broadly.



### Financial / Physical Capital



This includes things like houses, roads, buildings, hospitals, factories, equipment and vehicles. These are the things which make up the country's physical and financial assets which have a direct role in supporting incomes and material living conditions.



# You can't have an agile organisation if you don't have agile budgeting.

- Sprints based resourcing/procurement
- Moving from projects to products/services
- MVP with backlogs & continuous improvement
- Easy fast investment in Discovery/Alpha

# Consideration #5

People expect more of us than efficiency & effectiveness.



Ensuring all  
individuals have  
the ability to thrive.

People cannot thrive when  
they spend their entire  
cognitive load surviving.

Leadership is  
critical, public  
good, represent  
the best interests  
of the community.

Competitive citizenships are  
emerging. Does good life  
follow good economy or  
vice versa?







Debra Mineely

# Stability, balance, predictability.

Enable and support confident  
communities that can thrive.

Clear rules, regulation, safety,  
rule of law, trust, public and  
business confidence, facts,  
safety nets.



# Participatory democracy.

Co-design the future, move  
from consult to collaborate,  
direct participation,  
open all the things.



# Government as a platform/enabler.

Public digital infrastructure  
built upon by natural  
motivation, a way to meet  
rising complexity.





# Skills for the 21st century.

Tech literate, self aware, brave, critical thinking, bias aware, maker skills, empathetic, scientific, community/culturally aware, adaptable, curious, systems & service design, openness, engagement, co-design.

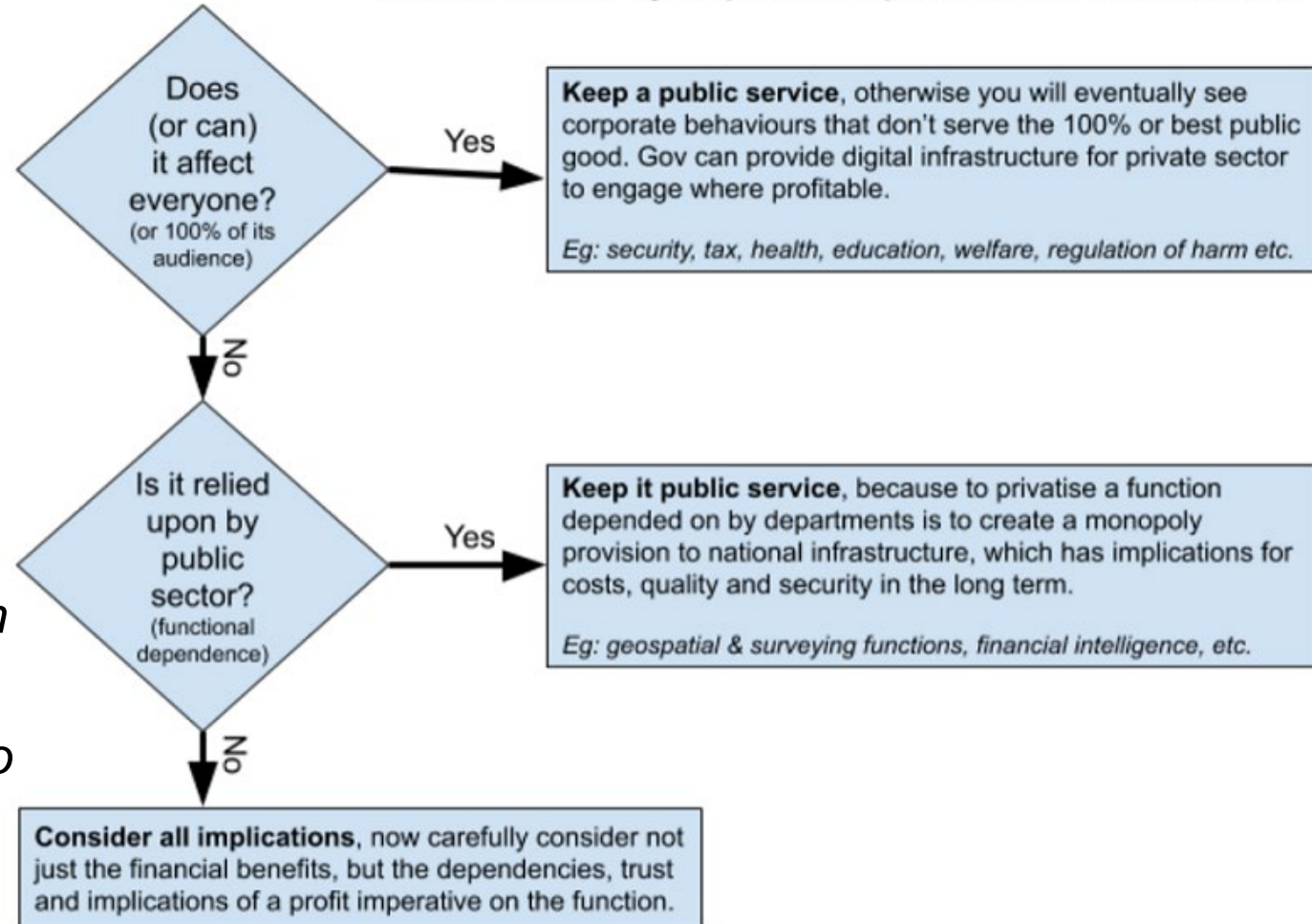


*If public sector digital infrastructure isn't public, people create their own interpretations.*

*This is fine for some things, but not everything!*

*Systemic motivation is predictable, and there is a balance to be found.*

## When shouldn't you privatise public sector functions?



# For final consideration:

- 1) **Transformation involves changing into something different.**  
Iterating or transforming? Symptomatic or causal? Linear or exponential?
- 2) **Great services require ownership of the whole service experience.**  
Who is accountable for the whole service? The vision? Who's the CSO?
- 3) **The best way to scale is to empower our people.**  
Do you have a servant leadership culture? How well do you delegate?
- 4) **You become what you value.**  
How do you measure success? What behaviours does that drive?
- 5) **People expect more from us than efficiency & effectiveness.**  
What do you see as the role of the public sector? Do you enable that?

# The Digital Nations Charter

1. User needs
2. Open standards
3. Open source
4. Open markets
5. Open government
6. Connectivity
7. Teach children to code
8. Assisted digital
9. Commitment to share and learn

November 2020

# Additional resources: The Public Sector Pia Review

## Reimagining government articles:

- [Designing better futures to better inform the present](#)
- [The future of service delivery isn't websites or apps - preparing for personal AIs](#)
- [Transforming policy for the 21st century with Tim De Sousa](#)
- [Systemic challenges for digital public sector reform](#)
- [Rules as Code with Tim De Sousa](#)
- [We created the system and can invent it: the urgency behind public sector reform](#)
- [What does open government mean for digital transformation](#)
- [Government 2.0: the substance behind the semantics](#)

I also recommend Allan Barger's excellent article on the need for a [Digital Government Twin](#).

## Doing better public service today ([single publication also here](#))

- [Enabling innovation and collaboration across the public sector](#)
- [How to scale impact through innovation and transformation](#)
- [How to avoid change for change's sake](#)
- [The hidden lesson in "many hands make light work"](#)
- [The useful benefit of equally serving three masters](#)
- [Dissecting recent recommendations for renewing trust](#)
- [Participatory public governance](#)
- [Government as a Platform - the foundations for Digital Government and Gov 2.0](#)
- [Trust Infrastructure for the 21st Century](#)
- [The myth of IT procurement: how to avoid sprinting off cliffs](#)
- [Open Data is fine, but sharing data won't solve all problems](#)
- [The unintended consequences of New Public Management and how to ensure best public good](#)

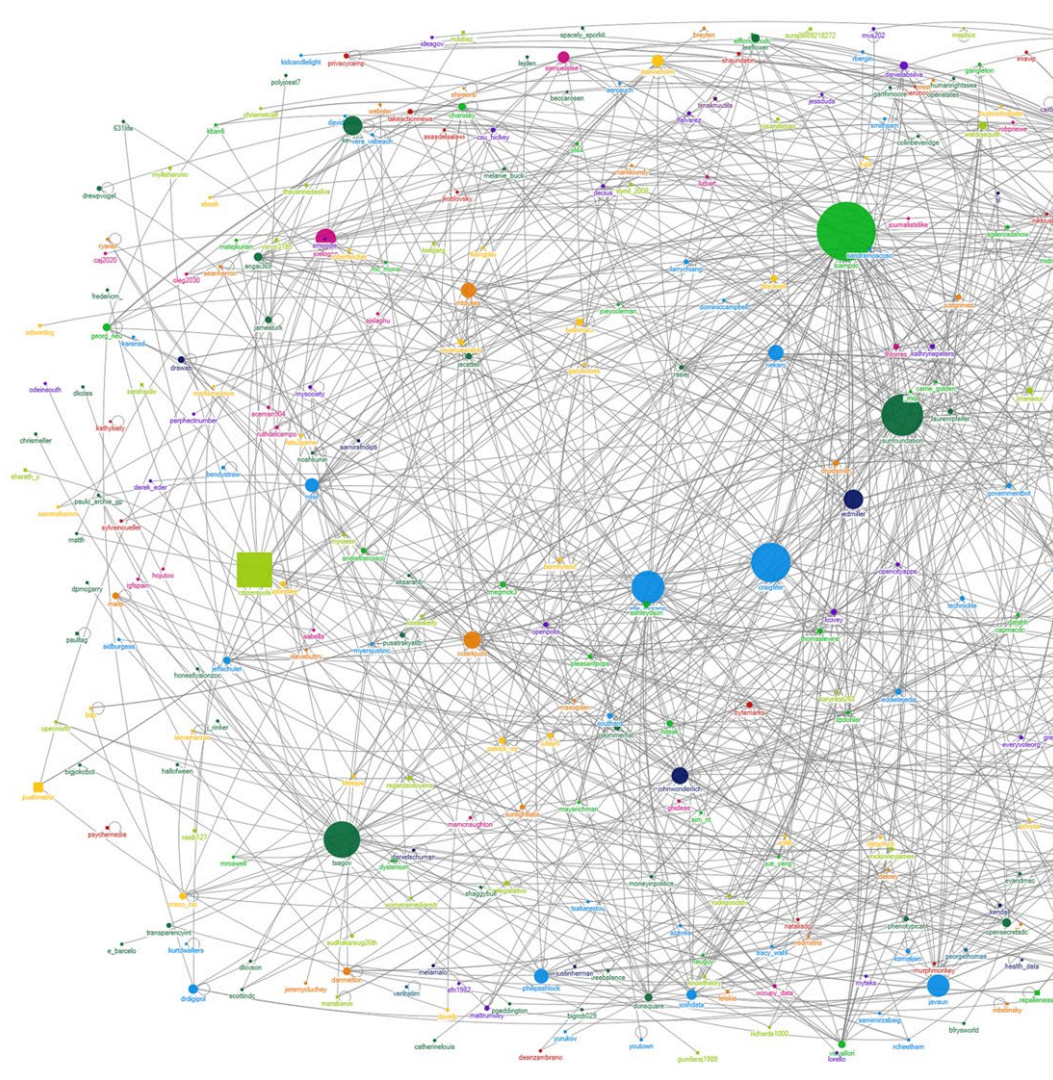
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How we become fit for purpose in the 21st Century.

Presentation for PSSDC  
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# Paradigm #1: central to distributed.

From silos to networks,  
work with natural allies,  
shopfront AND enabler,  
shoulders of giants,  
true collaboration,  
co-design with community





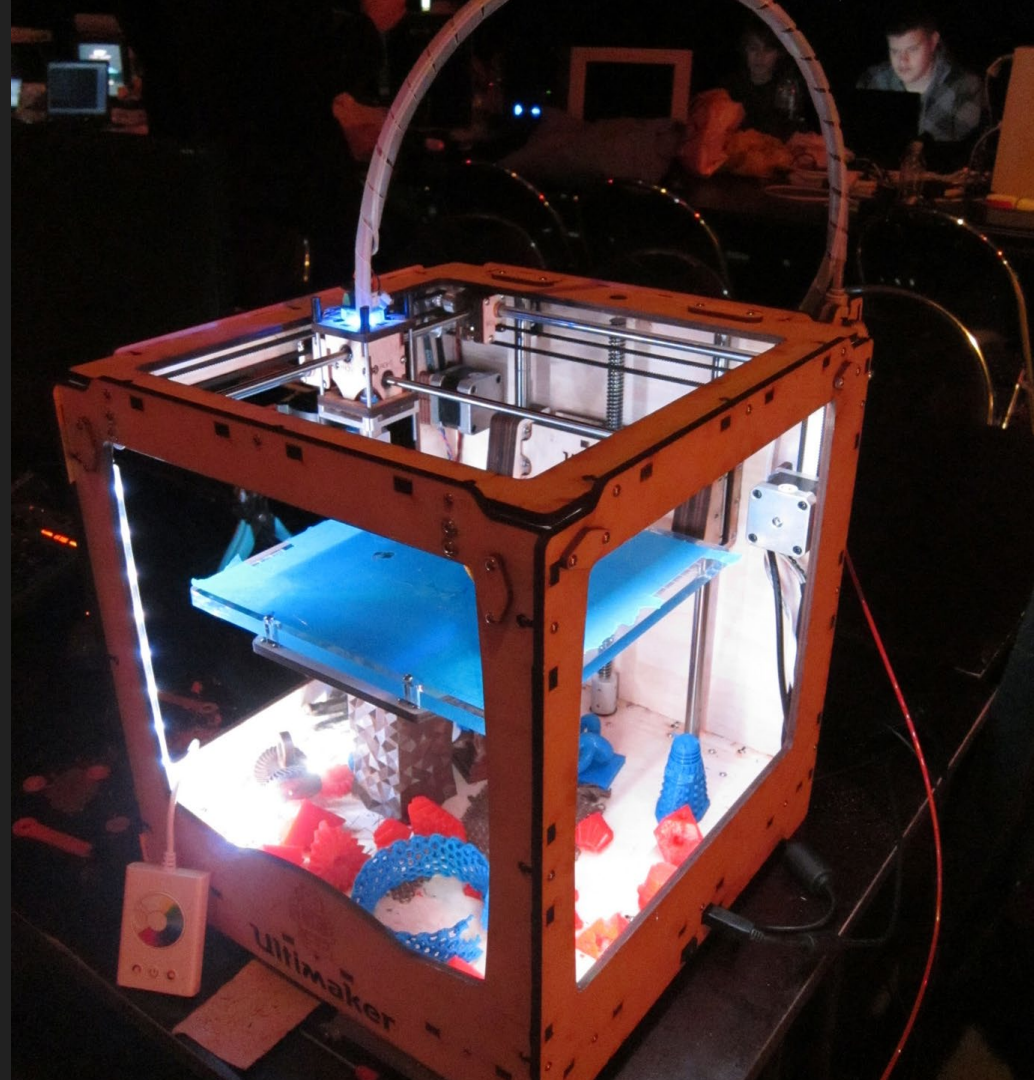


Paradigm #2:  
analog to digital,  
human to machine.

Revisit the problem,  
from digitisation to design,  
automation, APIs & bots,  
from gates to traffic flow,  
10% to 100% auditing,  
from eGov to DigitalGov.

Paradigm #3:  
scarcity to surplus,  
closed to open.

Regulating surplus,  
copyright to 3D printing,  
from hunger to distribution,  
new security paradigms,  
openness for better policy.







Paradigm #4:  
normative to formative,  
compliant to creative.

Workforce innovation as BAU,  
empowered at all levels,  
leadership by example,  
realtime iterative policy,  
transformative targets,  
optimistic futures.