Joint Councils Executive Report on Trends this Month

Top Stories

[AUDIO] **AUSTRALIA's new digital strategy**, launched on November 21st by Digital Transformation Minister Michael Keenan, has been developed by the Digital Transformation Agency and seeks to bring a coherent citizen-centric approach to the federal government's large $6 billion annual investment in digital transformation. The three strategic priorities of the strategy are: 1) Government that's easy, 2) Government that's informed by you, and, 3) Government that's fit for the digital age. The new digital strategy promises to cut through a century of federalism gridlock, offering to overhaul a suite of complex multi-jurisdictional life events that could fuel major economy - wide changes across the many domains governments operate in. Read The Mandarin's analysis of how "government is about to change, big time". For a second analytical piece that is more focused on "Government that's informed by you", check out another great article by the Mandarin entitled Digital manifesto: 'trust deficit' must be overcome to realise 'Vision 2025'.

CANADIAN Government Executive released their October/November 2018 Issue. In this Issue, the focus is on "Doing Government Better" and includes a wide variety of articles including:

- Unnecessary Risks by the Government of Canada – Don't Confuse Enthusiasm for Capability

- To Digitally Transform, Focus on People
- Improving Services to Canadians through Federal, Provincial, Territorial, and Municipal Partnerships (Supports Service Partnerships Playbook Engagement Strategy)

Key Insights – Digital Transformation

[CHECKLIST] UNITED KINGDOM - A recent report revealed a number of issues across the breadth of public sector organizations that are directly affecting their ability to rapidly transform. These include: 1) Digital by Default, 2) Automation, 3) Lack of resourcing, skills & knowledge, and 4) Cultural inertia & lack of employee empowerment. The research found that over half of government departments are seeing slow or partial progress in digitizing their processes, with even less exploring automation. The survey also found that 50% of digital transformation projects are overlooking technologies that include: Internet of Things (IoT), Robotic Process Automation, Machine Learning and Artificial Intelligence. You can download a copy of the report here. It includes many more statistics on digital transformation.

UNITED KINGDOM – The Institute for Government recently released an interesting report that examines the process by which digital transformation projects are approved and managed, and how this process is essentially ineffective. The report argues that departments need to take on higher risk and not assume that all project elements are known up-front.

AUSTRALIA - Read a recent article published by The Mandarin that discusses the Victorian public service, and its sophisticated delivery focus.

Key Insights – Service Delivery

The UNITED KINGDOM is planning the first ever Services Week – a series of cross-government events that will look at how we can work together to deliver end-to-end user-focused services. The User-Centred Design team at GDS will provide resources and a framework for the week, but the agenda and all the events will be generated by the people taking part. This is an interesting and innovative idea to exchange ideas that could be of interest to other governments.

USA - Podcast: Google is digital government's true homepage, remind experts.

Refining the way citizens access the daily services they need, whether through mobile apps, websites or internet-connected devices, is an increasingly important task across all departments of state government. Present on the podcast are: Holly St. Clair, Chief Digital Officer, Massachusetts; Nikhil Deshpande, Chief Digital Officer, Georgia; Jake Williams, Associate Publisher and Director of Strategic Initiatives, StateScoop.

Other Noteworthy Articles this Month

Report: Tech Will Enable, Not Threaten Future Government Jobs - Government Technology

Creative Ways to Authenticate Users Also Improve Cybersecurity - FedTech

To get overdue taxes, Syracuse tries the personal touch - WNYT

Estonia's Online Voting Would Solve A Lot Of Our Election Problems - Forbes

Leveraging the power of platform to achieve technology advantage - CIO

Coming Soon

The following articles have been recently added to the Research Repository:

- The E-Vulnerability Index, Service Research Division Service Policy and Strategy Directorate Employment and Social Development Canada (ESDC)

- Pay for Success Final Report, Social Research and Demonstration Corporation

- Design Thinking Comes of Age, Harvard Business Review

- How Indra Nooyi Turned Design Thinking Into Strategy: An Interview with PepsiCo's CEO, Harvard Business Review

- 2025 Digital Transformation Strategy, Australian Government Digital Transformation Agency

We look forward to any new additions that you can provide to add to the rich body of knowledge that we are building together.

This Month's Feature: The 12 Days of Service Delivery

In the spirit of the season, this month, we bring to you 12 articles focused on service delivery trends and ideas.

12 thousand calls and 12,000 website visits in 3 weeks

In 2018, IPA New Zealand presented the Collective Impact Award to the Ministry of Education, Tertiary Education Commission, Ministry of Social Development, and Inland Revenue, for their launch on the Fees Free Tertiary Education Program. "In the first three weeks, we had over 115,000 students access the website, and by the end of June this year, there had been more than half a million unique visitors. By that time, there had also been 12,300 visits from providers seeking information on the TEC website and more than 12,000 phone calls to the 0800 helpline at MSD. Read more about this award winner and others [here](#).

The [Inter-American Development Bank](#) published eleven elements in an integrated service delivery model on pp 30-31

11 elements in an integrated service delivery model

The [Observatory of Public Sector Innovation](#) has compiled 10 case studies from this year. Each of these trends includes a discussion of key underlying themes observed by OPSI, as well as a series of recommendations to help governments unlock innovation. Each section of the report also has in-depth case studies of the trend in action that are a direct result of the Call for Innovations.

10 case studies embracing innovation in 2018

Concerned about the decline in trust in public institutions in 2018, the Australia and New Zealand School of Government is urging a rethink across nine priority areas. These areas can be applied to Governments around the world.

9 priority areas for the APS review

Service Delivery Drivers and Trends

The evolving environment is redefining the way customer services are designed and delivered. This outlook report identifies eight key drivers that are shaping the future of public sector service delivery. These include:

Figure 2; Overview of Key Service Outlook Drivers

| Driver	Description
1. Customer Experience Strategy	The shift away from individual touchpoints in favour of a full spectrum of customer journeys that are highly tailored and maximize the level of integration between the physical and digital world
2. Government Access Across Channels	The increasing focus on ensuring services are delivered in the simplest, most user-friendly and efficient way for the citizen
3. Privacy Protection	The adoption of secure account technology, consent models, and new cyber security tactics to mitigate emerging privacy threats
4. Technology Enablers	Leveraging the latest analytic, cloud computing, and social networking tools to improve service delivery capabilities
5. Service Staff Culture	The establishment of new ways of recruiting, organizing, and developing service-focused professionals
6. Fostering Solution - Oriented Innovation	Fostering a culture of innovation by bringing together a diverse set of stakeholders to rapidly prototype and scale new customer-centric ideas
7. Government Collaboration	The evolving role of government from a passive service provider to a collaborator and facilitator
8. Outcomes by Design	Changing the service delivery focus from inputs, activities and outputs towards outcomes – making services more impactful and meaningful for customers

Deloitte has conducted research showing that these key eight drivers are the focus for governments. These drivers are leading to 24 trends, which have The direct application across a wide variety of public services and are at varying stages of global adoption.

In Implementing a citizen centric approach to delivering government services, McKinsey highlights New York City' online NYC311 platform, which had nearly 7 million visitors between it's launch in 2009 and 2013. It started in 2003 as a single call center representing bout 300 city, state, and federal agencies offering more than 4,000 city services. The service has evolved greatly since then and now offers a more automated, multiplatform channel, including text messaging, apps, and social media. These automated, dynamic channels ensure citizens are served efficiently and also achieve consistently high satisfaction scores.

Customer is king
Six key elements of a customer-centric strategy

1. Using customer insight to inform effective customer segmentation
2. Creating multiple delivery channels
3. Aligning service delivery to customer journeys
4. Setting service standards
5. Creating and empowering customer champions
6. Continuous improvement through customer feedback

The public sector is increasingly expected to run itself effectively, efficiently and in a customer-centric manner, importing key private sector concepts where appropriate – and this means aligning every action/strategy towards a meaningful customer experience.
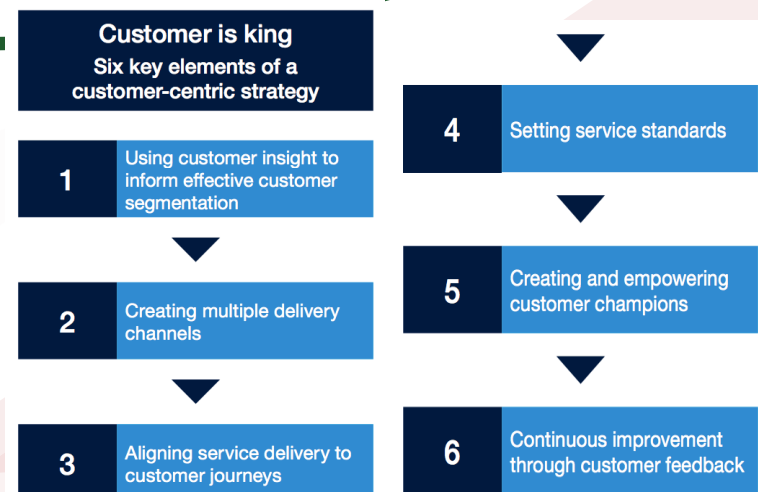
5 key strategic enablers to deliver on the customer promise

In The Road Ahead for Public Service Delivery, a paper by PWC, 'Delivering on the customer promise' is based upon five key strategic enablers: 1 Understand your customer – 'Customer-centricity', 2 Pull down the walls – 'Connected government', 3 Empower your institution – 'Build capacity, 4 Realise benefits - 'Deliver the promise', 5 Continuously improve - 'Innovate'.

McKinsey identified four elements of implementing transformation efforts aimed at increasing citizen satisfaction and reducing costs. They are:

1. Measure citizen satisfaction
2. Get a detailed understanding of the entire citizen journey
3. Translate improvement opportunities into front- and back-end solutions
4. Think long term

4 elements of implementing transformation

3 Forces of customer service

The UNHCR Service Delivery Trend Outlook recently identified 3 Forces of customer service change Public sector organizations are operating: continuously rising citizen expectations, increasing fiscal pressures, and technologies that are enabling new ways of delivering public services.

In Unraveling the hindering factors of digital public service delivery at street-level: the case of electronic health records, Sarah Giest & Nadine Raaphorst. They identify two counter-running arguments that are currently being made about the role of civil servants in a digital public service environment. On the one hand, there are examples where digital applications enable public servants in their activities. On the other hand, some argue that "frontline discretion decreases with the increasing role of ICT". They explore the second through a case study.

2 perspectives on the roles of civil servants in a digital environment

1 Single digital identity

In May 2016, The United Kingdom Government Digital Service (GDS) launched GOV.UK Verify, an online solution that allows people to create a digital identity in order to access digital services (e.g. pay their taxes or access social benefits). In order to create a trustworthy digital identity, a user provides evidence such as a passport, and bank and mobile phone account data to a certified company, which then verifies their identity against different trustworthy public and private sector sources. The process takes 5-15 minutes. To ensure security, the data are not stored centrally and there is no unnecessary sharing of information. According to the United Kingdom, "A citizen will be able to use their digital identity across their full digital life without their actions being tracked or profiled."18 An independent group of privacy advocates has been set up to provide advice to the government on the development of the service. The initiative is the first of its kind in the world, according to the United Kingdom (GOV.UK, 2017). In 2018, the service will be rolled out to the private sector.

We would love to hear from you!

Send your questions to Info@iccs-isac.org.