



Joint Councils Executive Report on Trends this Month

Identity management, with a focus on cybersecurity and digital driver's licenses, was a key theme this month. A second key theme was digital initiatives in government.

In the news:



The Government of Canada has just released its [trusted digital identity vision](#). The governments' goal is to enable fast and convenient access to services anytime, anywhere, on any device. It is working with all partners to build the standard for digital identity across Canada and internationally.

Key Insights – Identity Management:



Should government expand its ID proofing role? The website *FCW: The Business of Federal Technology*, [recently published an article](#) discussing an increase in momentum that is building in the public and private sectors behind an idea to expand government's role in validating and guaranteeing digital identities. However, government's legacy IT systems could be problematic in its taking a lead role in the digital space. Additionally, [there are many reasons](#) federal agencies are so challenged by identity and access management. In fact, nearly two-thirds of U.S. Federal IT leaders see

identity management as critical to cybersecurity [according to a recent Unisys Survey](#).

Security Boulevard recently published a recap of the identity management tools that were used in the past, and why IT admins are glad to have new Identity Access Management (IAM) solutions to work with. Read the article [here](#).

The New South Wales government's digital driver's licence will be underpinned by blockchain technology developed by Australian firm Secure Logic. Secure Logic is now preparing for the first metro trial of the digital driver's licence in Sydney's eastern suburbs from November this year. "The era of standing in line to file government paperwork is coming to an end. As is our reliance on physical identification cards to establish your identity or proof of age with law enforcement or at licenced venues." Read more [here](#).

Key Insights – Digital Initiatives in Government:



The Director General of the UK's Government Digital Service (GDS) [provided an update](#) on how digital transformation is helping to make government work better for everyone. His focus was on transformation, collaboration and innovation. The creation of the Digital, Data and Technology (DDaT) Framework to help GDS identify gaps in talent across the Civil Service and to build the capability they need to deliver ambitious transformation was an initiative that stood out. Governments are slowly progressing in the adoption of digital initiatives despite having

digital business high on their agendas, [according to research from Gartner](#). “We envisage two possible internal barriers — misalignment between digital strategy and business priorities, and lack of urgency and readiness for change.”

Other noteworthy articles focused on digital initiatives in government include:

[Whole in one: the rise and rise of one-stop shops](#). Global Government Forum

[Estonia’s Former PM Says Governments Have A Responsibility To Provide Digital Services](#). WHICH-50

[Why governments should invest in citizen engagement platforms](#). IT Brief

[How technology can improve citizen outcomes](#). Local Government Chronicle

Noteworthy Articles in the ICCS Research Repository:

Take the time to explore some great reports

from the past few months in the ICCS [Research Repository](#). Recent articles include:

Security Boulevard

[The state of security RSA special report: The big trends shaping cybersecurity today](#).

IBM Institute for Business Value

[Digital Reinvention: preparing for a very different tomorrow](#)

PriceWaterhouseCoopers (PWC) Public Sector Research Centre

[The road ahead for public service delivery: delivering on the customer promise](#)

Other Noteworthy Articles this month:

[The Status of Smart \(Infographic\)](#). Government Technology

[Chatbot, la nouvelle expérience conversationnelle](#). Archimag

[How can local authorities embrace open data?](#) PlaceTech

This Month’s Feature: Digital Strategies and what the public sector can learn from digital disruption in other industries



In November 2017, the executive summary featured digital strategies in the UK, US and Australia. This month, we wanted to understand what lessons learned were worth sharing from the public sector while creating and implementing digital strategies. Extensive desk research resulted in little that was publicly available; however, we did collect some insights from the private sector that can be ported to the public sector. Our views on what these insights mean for digital strategies in the public sector are outlined below.

Lessons Learned from Private Sector

There is great information available about digital strategies in industries that have undergone digital disruption. For example, in McKinsey’s online report, [Digital Strategy](#), Paul Willmot and Bill McIntosh

highlight that digital “winners” in the private sector think strategically about:

- who to partner with;
- the “right” scale of investment in their IT structure;
- decisions around being “offensive” versus “defensive”; and,
- who within the organizations should lead the digital transformation.

Furthermore, Harvard Business Review indicated that successful companies were more likely than unsuccessful companies to use [offensive \(vs. defensive\) strategies](#) such as targeting new demand, new supply or new business models.

“For companies committed to transforming and adapting, the key is to make sure that their strategy really is transformational and not just a bundle of cost-cutting measures. Our data shows that, while digital attackers often enter markets with a platform-based business model, only a handful of incumbents have done so. In effect, incumbents are losing because they’re playing defense. For companies looking to successfully ward off digital disruption, they have to play offense.”¹

Digital Transformation in the public sector

While there is very little information about digital strategy lessons learned in the public sector, there is a big focus on service transformation. The service transformation component is important and will continue to move the agenda to improved, easier, more effective services for clients. Dean Lacheca at Gartner sees five stages on the way to digital innovation. In a recent [Gartner survey](#) among 372 digital decision makers in six countries (U.S., Canada, U.K., Australia, India and Singapore), there were 60 government respondents. *“The survey shows that government respondents already use a range of business ecosystems. Over half of respondents use third-party developers to deliver value to citizens.”* And a majority of 91% of government respondents considered themselves in one of the first three stages, focused on the development and introduction of new services, suggesting there is work to be done to move the public sector to the more mature fifth stage.

Digital disruptions in the Public Sector

Beyond service transformation, the Public Sector needs to consider what digital disruption might mean and can learn from successful incumbents in the private sector. [Governments are competing for where business will invest and must attract business at a reasonable cost.](#) Governments are also

1. 6 Digital Strategies, and Why Some Work Better than Others, Jacques Bughin and Nicholas Van Zeebroeck, HBR, July 31 2017

the de facto custodian to the new currency - data - and they need to use this to attract business while also protecting the citizens that are being served.

In addition, AI is an opportunity for both public and private sectors to become more efficient but may also have implications in terms of limiting tax revenues while increasing the number of people that require social services (thereby increasing the need to look at ways to drastically reduce costs and simplify, while providing more services, and looking at ways to increase the revenue base without jeopardizing companies leaving).

Digital Strategies: Best practices/Lessons learned



There will be more challenges created by digital disruption in the public sector than those in the private sector, because never in recent history, has the public sector faced such threats. The new challenges will require new strategies, but these strategies are harder to implement in this sector because of:

- [Cost and budget pressures;](#)
- [Citizen demand;](#)
- Legacy systems get in the way;
- [Legislation and regulation are hard to change,](#) and;
- [Security and privacy concerns are complex issues.](#)

Organizations in other industries have had to implement digital strategies in a world transformed by digital disruption. Governments have had more time, until now. In an age where data is king, and international borders are more fluid, Governments must transform to keep citizen data safe, attract a new age of economic opportunity, regulate newly disrupted industries, and provide the right supports for the most vulnerable in a quickly changing landscape. All on a budget that demands more for less.

Some simple best practices and lessons learned that could be considered as the public sector moves forward*:

- Governments need to demonstrate visible senior leadership and commitment. *“Top down buy-in will show the importance of this initiative, provide accountability and presumably will allow for resourcing to take place.”* Identifying a change that needs to be driven bottom up without leadership buy-in means that this change will only go so far.
- Articulate a digital strategy that positions technology as a differentiator.
This means changing expectations. The entire culture of the organization must support the expectations that employees have of themselves first, and of their clients next. If they see themselves the same way as they always have, then public sector employees will not be

encouraged to change the way that they work.

- Make changes that are truly transformational. One mistake is to advertise a measure as as “transformational” when it is in fact just “cost-cutting.”
- Structure for speed and agility. Challenge the org chart and standard processes. There cannot be a nine-level approval process for a tweet because by the time the tweet is approved the issue has evolved in the Twittersphere.
- Inject change-makers and digital influencers throughout the organization. This means that managers need to hire people for their desire to disrupt and innovate rather than their deep expertise in the subject matter of the file. They also need to manage differently.
- Create a government culture that truly nurtures innovation rather than paying lip service to the concept. Move people out of positions, hire from the outside to include and increase innovation across the public service.



*These points have been distilled from the following links:

<https://www.bcg.com/industries/public-sector/digital-transformation-technology.aspx>

<https://www.mckinsey.com/business-functions/digital-mckinsey/our-insights/digital-strategy>

<https://hbr.org/2017/07/6-digital-strategies-and-why-some-work-better-than-others>

https://www.spencerstuart.com/-/media/pdf%20files/research%20and%20insight%20pdfs/getting-from-here-to-there_pov2016.pdf

<http://www.oecd.org/gov/digital-government/Digital-Government-Strategies-Welfare-Service.pdf>

Digital Strategy “how to” guide: <https://www.cio.com.au/article/584609/how-create-simple-digital-government-strategy/>

We would love to hear from you!

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