

# Digital Future

Full version, for discussion

# GovernUp

GovernUp is an independent research project, bringing together senior politicians of all parties, former civil servants, Whitehall advisers and business leaders in a new project. Our mission is to analyse the current problems, challenge the terms of debate, and consider the far-reaching reforms needed in Whitehall and beyond to enable more effective and efficient government, with better economic and social outcomes for the British public.

# Digital Future

Digital Futures is one of six discussion papers contributing to GovernUp . This slide pack is our discussion paper, presenting ideas for GovernUp's conference in February 2015 and consultation.

About the authors:



**Graham Walker** – has worked with successive Governments on digital transformation and digital inclusion. Working with Martha Lane Fox, he was one of the architects of this Government's digital by default strategy. He has previously been CEO of Go ON UK and Director of Digital Delivery, Cabinet Office. You can find him @grahamcwalker.



**Sarah Prag** – has developed, launched and managed large scale digital services including eBay UK, BBC audio services (podcasting, Radio iPlayer) and GOV.UK. She's spent the last year focusing on digital transformation in local government. You can find her @SarahPrag.

# Executive summary

The UK has an opportunity to deliver better and more joined-up public services, for less, whilst stimulating innovation and new partnerships. In order to enable this we must put in place bold new digital civic infrastructure and build greater service delivery capability in the civil service.

We propose:

- **A new shared digital civic infrastructure:** Developing new national digital platforms for use by all providers of public services in the UK, including local government and the private sector;
- **A new approach to managing and using personal data** so that it can be used responsibly by services whilst giving citizens more control;
- **Real time government and democratic engagement:** Building performance data and accountability into all services, opening up new opportunities for democratic engagement and enabling ministers to run ‘real time government’; and
- **Putting services at the heart of the Civil Service:** a renewed focus on service delivery, reconnecting policy with implementation.

# The opportunity

Digital tools and business models are creating new opportunities: for government to behave differently, to organise itself differently, to deliver services differently, to engage people differently and to stimulate the economy in new ways. To achieve better outcomes, whilst spending less.

Not by cutting old services to the bone slice by slice, but by delivering more for less by developing radically new services on a new digital infrastructure that is shared with business, community groups and citizens.

Forget the old debates about public/private and central/local delivery. We must build the foundations of a shared economy of public services, powered by a new digital civic infrastructure of shared digital capabilities, shared digital platforms and standard approaches to using and protecting data. In doing so we save billions and deliver much better services.

# The story so far

The last five years have seen an incredible step change in the understanding and use of digital by the UK government – spearheaded by the Government Digital Service, and increasingly being taken up in other departments and some local authorities.

However, impressive though the progress has been, we have essentially been digitizing an analogue state. We are successfully transforming individual services, but it is still too hard to work across areas of need, and there is still a lot of duplication under the hood. Local government has also been largely untouched by the developments in the centre.

The ideas we are proposing here take things to the next level.

# A desired future state?

- A future state focused on services that are designed around the needs and behaviours of citizens, rather than the needs and structures of government.
- Where citizens get the services and information they need from either the state, a business, a charity, the community - or a combination of these - in real time, on the device they choose to use. A 'digital ecosystem' driven by user needs and behaviour.
- A future state that empowers citizens to be more independent and self reliant. A state that can therefore afford to provide world class help to those who really need it.
- A future state where ministers are more directly accountable for the delivery and performance of services and are able to more directly and efficiently influence outcomes.

# What do we mean by ‘services’?

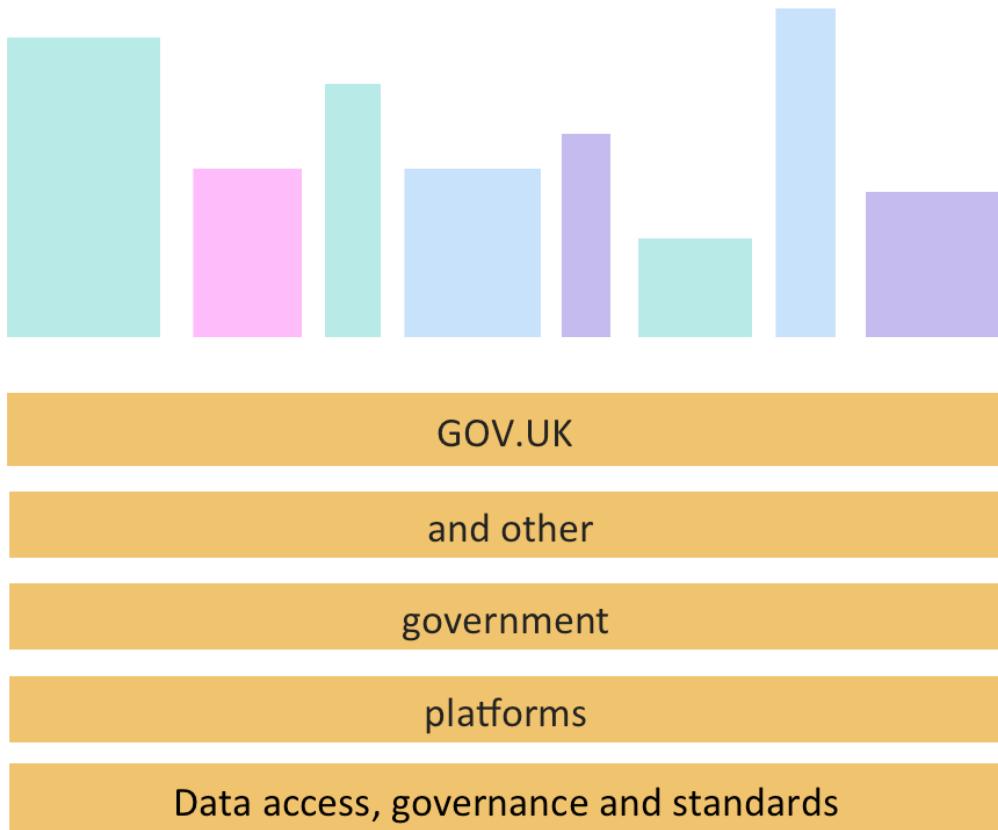
Most domestic policy outcomes are delivered via services. Services are how citizens and businesses interact with government in their daily lives. Some services are more transactional others are about delivering information.

Currently policy and delivery are too often disconnected – policy is designed up front, and then handed over for implementation - by civil servants, or by partners & suppliers. This often leads to unintended outcomes because the people who deliver and use the service haven’t been involved in its design.

A service based approach encourages everyone involved with delivering an outcome to work together on an end-to-end solution. It focuses on the needs and behaviours of end users, and encourages testing and iteration. This is the approach taken by the leaders of the digital age e.g. Amazon and Google.

# What do we mean by ‘infrastructure’?

## Shared digital civic infrastructure



A ‘cityscape’ of services, some central, some local, some commercial, some community run.

All taking advantage of and built on common digital civic infrastructure. Ending duplication to save £billions and radically improve services.

This is increasingly referred to as “government as a platform”. It’s based on the approach taken by Amazon, Google, eBay and other digital heavyweights.

This is explored and explained later in the presentation

The citizen experience  
*Better, more joined-up services*

# Introducing the citizen experience

The following slides illustrate some common citizen experiences as they could be in a future state.

We could be more radical but for now we've focused on big common events in people's lives – finding a home, buying and using a car, staying healthy and handling a bereavement.

These experiences should be convenient and efficient, accessed by citizens via the provider and device of their choosing. Experiences that assemble and use relevant information from central and local government, from the private sector and from communities. These different contributors are represented as:

Local government

Central government

Private sector

Community

# Future state: setting up business

Register my business

Open business bank account

Register for corporation tax

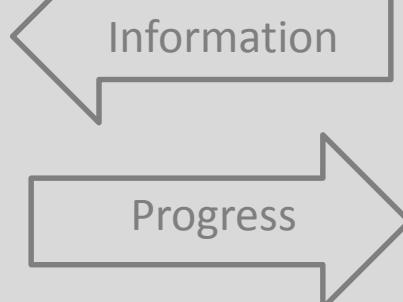
Register for VAT

Register as an employer

Apply for a license

Join local business group

*Currently takes  
10 days*



*Should take 10  
minutes!*

Entering your information only once,  
through the provider you choose

Via Xero software

Via MetroBank app

Via GOV.UK

Via my accountant's website



It takes 18 minutes to set up a new business in Estonia – ‘our government agencies are banned from asking for the same piece of information twice. That’s a principle.’ Slim Sikkut, advisor to Estonian government.

# Future state: buying a property



Opening up and connecting the steps so that people can manage it for themselves

*Currently takes  
3 months*

Information ← → Progress

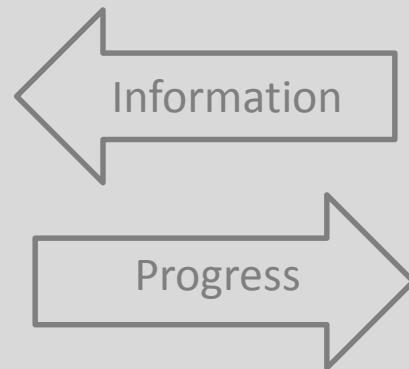
*Should take 48  
hours from  
mortgage approval*

- Via estate agency app
- Via solicitor's site
- Via GOV.UK



# Future state: buying and running a car

- Organise a payment plan
- Become the registered keeper
- Tax your car
- Buy or renew insurance
- Buy or renew parking permit
- Book an MOT
- Check points on your license



Why not tax your car at the same time as buying your insurance online?

Via dealership app

Via insurer / the AA site

Via GOV.UK

Via Autotrader site



# Future state: renting a home

GP surgeries

Parking permits by emission band

Average broadband speed

Primary school performance

Primary schools available

School run share

Average private rent

Housing association properties available

Council house swaps available

Via Google Maps

Via local authority site

Via FridayAd app

Via Citizens Advice

Making sure all the right information is available, wherever you look



# Future state: staying healthy

My GP appointments

Stop smoking advice

Local pool opening hours

Health check reminders

My repeat prescriptions

Steps I take in a day

Running club leader board

My blood pressure

Via MyFitnessPal

Via NHS Choices site

Via Apple Health app

Via local fitness club site

Citizens taking more control of their health and wellbeing



Tracking my own progress, but also sharing that data with my GP when I need to

# Future state: bereavement

Register a death

Make funeral arrangements

Claim Funeral Payment

Arrange probate

Manage pension & other benefits

Remove from databases

Life insurance claim

How can we make it easy and affordable for anyone to manage a bereavement?

*Currently two providers have 70% of the market*



*Open up greater choice and transparency*

Via Natural Death Centre

Via local authority

Via funeral plan provider

Via CoOp



Real time government  
& democratic engagement

# Future state: democratic engagement

The services of the future should be transparent. It should be clear at the point of use who is accountable for it and how it's performing.

Citizens in the future state should be able to:

- See information about how the services they care about are performing, as they use them (i.e. not hidden away in a performance or accountability site)
- See who is accountable for those services, the decisions they have made, and are planning to make
  - This should link to or use information from the council, parliament or other relevant decision making body, tying the democratic process back into the services people are using in their daily lives
- Be presented with opportunities to give my feedback and influence those services
  - Service teams should work in the open, publishing roadmaps, inviting feedback, explaining the decision making processes and the opportunities to influence and using the right digital or real-world tools to enable this
- Data about the service should be available to those who want to analyse it, annotate it, and even build on it

# Future state: real time government

As the Minister accountable for services or platforms you'd:

- Have real time data on how services are performing, on any device you use
- Conduct conversations with service users, front line staff or journalists based on this data
- Be able to make and test changes to services quickly, and get rapid results
- Be able to set up and test new service ideas rapidly and at low cost
- Create opportunities for partners to develop and/or run services for you, and have greater transparency around their performance
- Help create new markets and innovative new models
- Receive fewer FOI requests for your teams to handle, as so much data will be easily accessible to the public and the press

Dashboard

## Apprenticeships: applications for vacancies

This dashboard shows information about how the **Apprenticeships: applications for vacancies** service is currently performing.

### Transactions per year

**1.8m**

July 2013 to June 2014

+2.48% ▲ Apr 2013 to Mar 2014

### Total cost

**£4.5m**

July 2013 to June 2014

+2.07% ▲ Apr 2013 to Mar 2014

Visit this service  
[Apprenticeships:  
applications for vacancies](#)

View the dashboard  
[Full screen mode](#)

### Cost per transaction

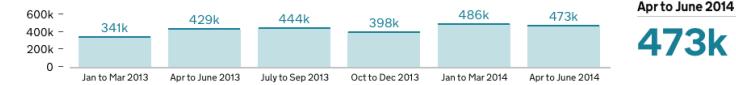
**£2.50**

July 2013 to June 2014

-0.40% ▼ Apr 2013 to Mar 2014

### Transactions per quarter

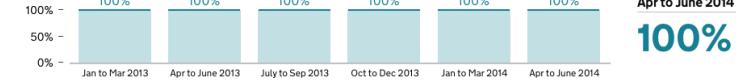
Total number of transactions each quarter



Apr to June 2014  
**473k**

### Digital take-up

Digital take-up rates each quarter



Apr to June 2014  
**100%**

This is an example of an existing service performance dashboard

# Future state: doing more, for less

Increased digital self service, more shared platforms and a common approach to data will allow ministers to reduce waste and improve services

- The first government platform, GOV.UK, replaced 300 websites to make services easier to find for citizens and is saving £60m a year (in central government alone)
- Shared platforms for eg. identity, payments, mapping, booking appointments, and a new common approach to data will drive our more savings and improve services further

# Innovation, collaboration, enterprise

# Innovation, collaboration, enterprise

Opening up data helps drive innovative solutions to public needs



As an example: FutureGov are a 30 strong commercial start-up working with local authorities to develop innovative solutions to social care and other challenges.



Their Casserole product connects people willing to cook extra portions with neighbors in need of a hot meal – with evidence that this is combatting loneliness as well as providing nutrition.

*"We want people in Staffordshire to be healthier and happier which is one of our key priorities, and schemes such as Casserole Club can help us achieve this."*

Cllr Mark Sutton,  
Member for Social and Health Care, Staffordshire County Council

FutureGov are now looking to apply a similar model to school transport for special educational needs children, potentially:

- Connecting parents of special needs children with each other
- Enabling them to apply for grants to pay for adapted vehicles
- Parents scheduling and sharing school runs online

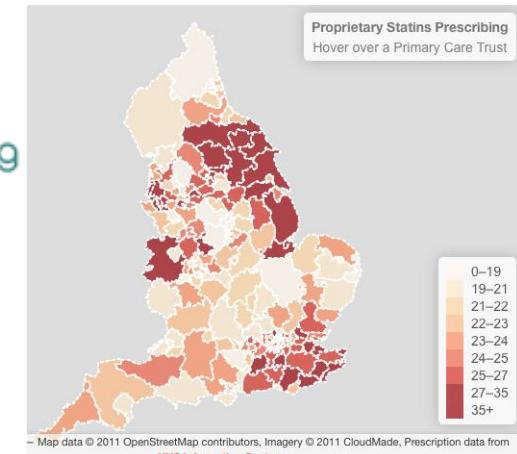
# Innovation, collaboration, enterprise

Other examples of communities or companies building new services on public data.

- **Citymapper** - instant access to the best route through London. Built by a London based startup on TFL data. In top 3 travel apps in iTunes store and now available in 16 international cities
- **Prescribing analytics** – statin prescriptions by NHS trust. Built on NHS data by a collaboration of technologists and doctors, supported by the Open Data Institute



This is only the beginning. As the Director of MIT recently said “*we are entering a decade of data*”



# What's stopping us?

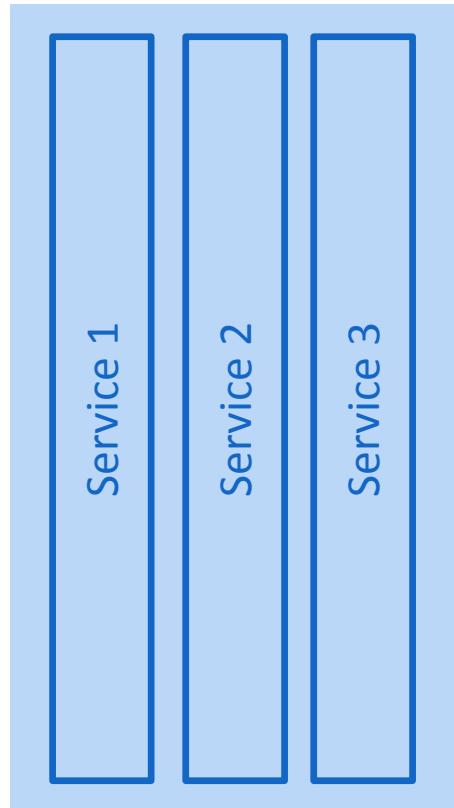
# What's stopping us?

1. The structures of government
  - Departments, services & data all in silos
  - The split between policy and delivery
  - The split between central and local
  - The split between public and commercial
2. The quality of existing government data, and a lack of confidence and expertise in how this can be overcome
3. A lack of service thinking and service design capability across the civil service

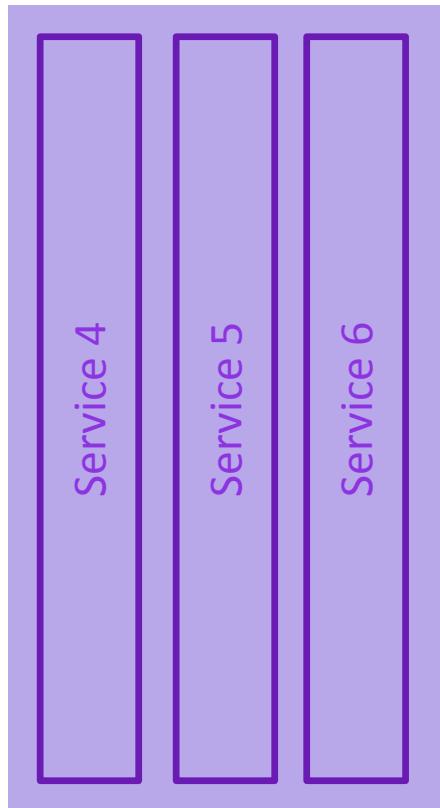
# Silos within silos within silos

Every department or government organisation contains many services

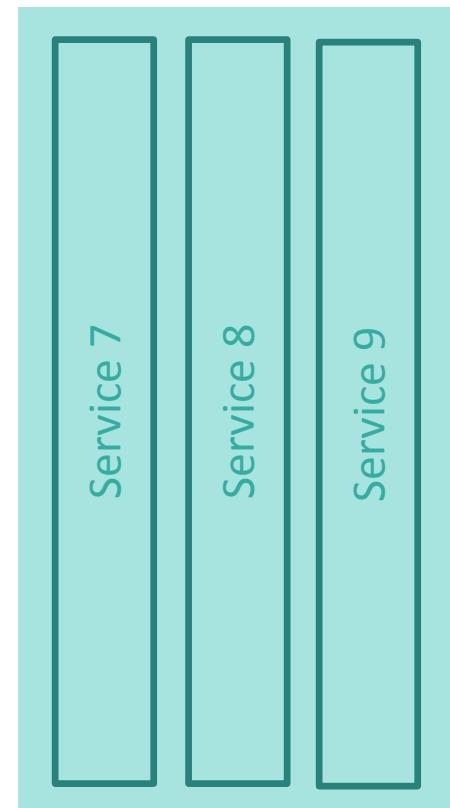
Department of A



Department of B



Department of C



24 ministerial departments

22 non-ministerial departments

346 agencies and ALBs

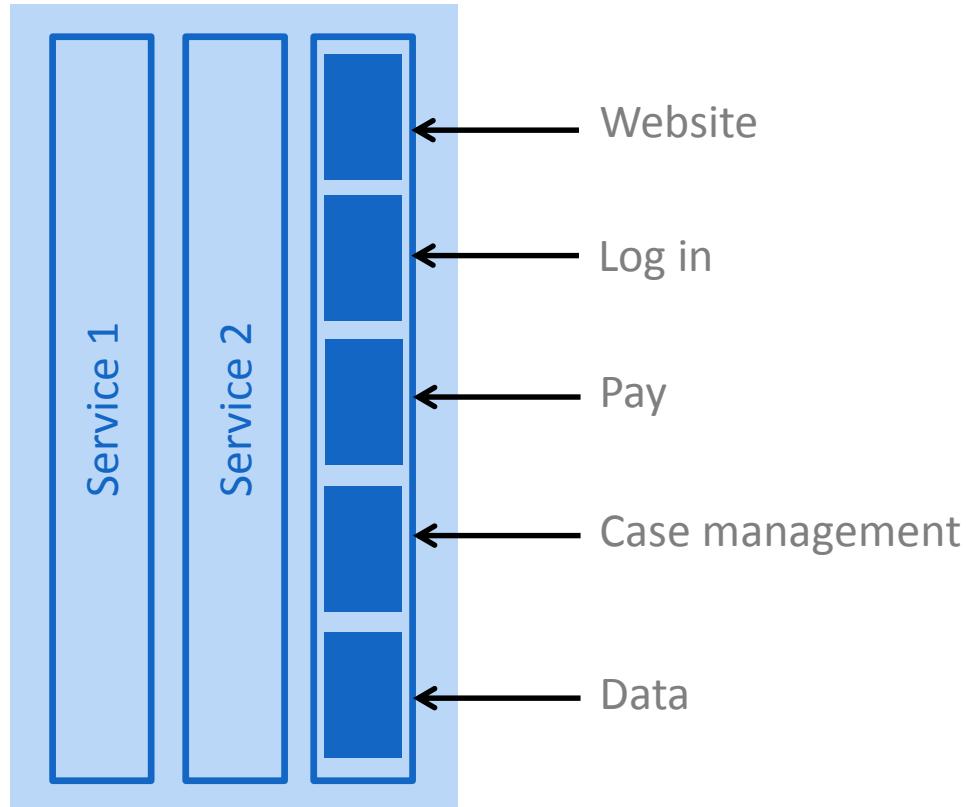
352 local authorities

3 devolved administrations

# Silos within silos within silos

And every service contains many components

Department of A



Many of these components are common across services.

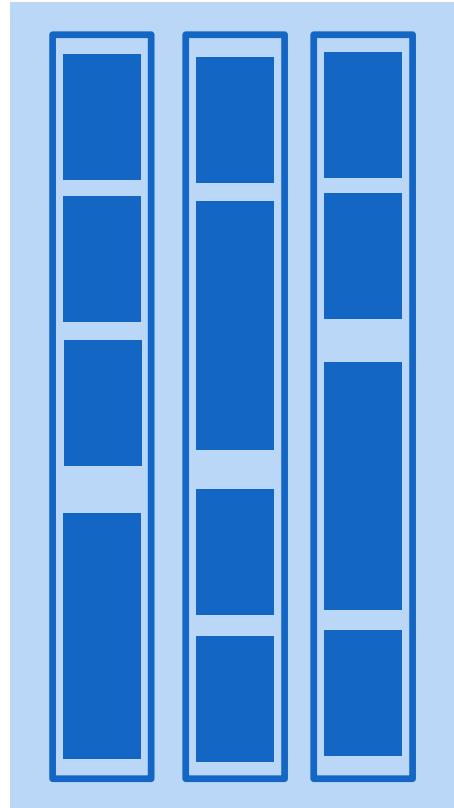
Yet currently every service scopes, procures and maintains its own components.

Often these are supplied and maintained by large IT suppliers and are expensive and difficult to update or change.

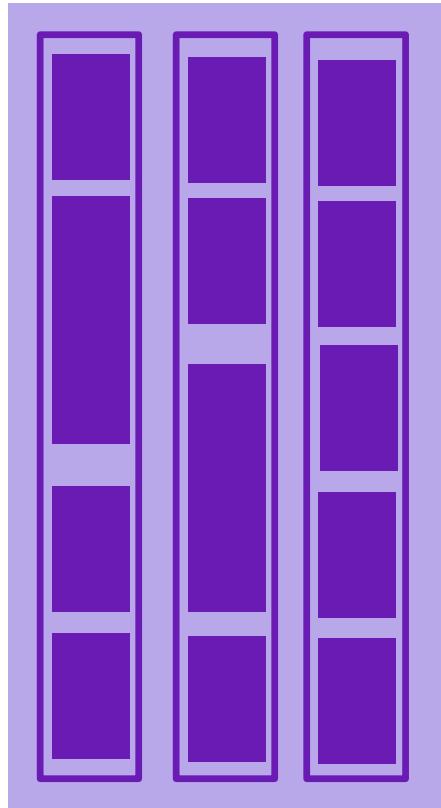
# Silos within silos within silos

That's a lot of components, at a huge cost to government

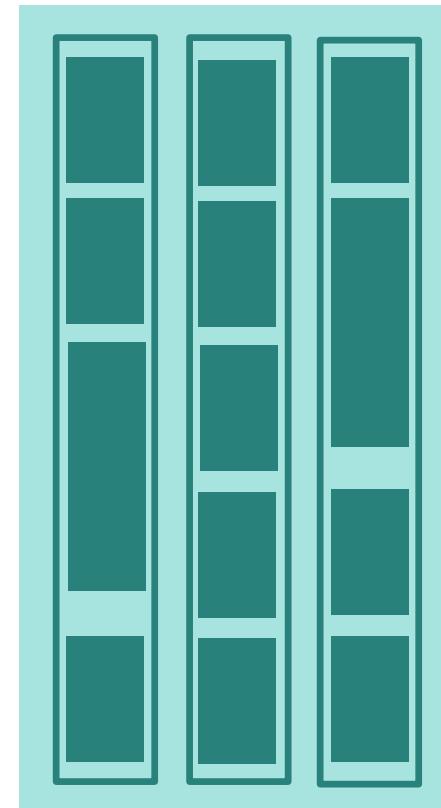
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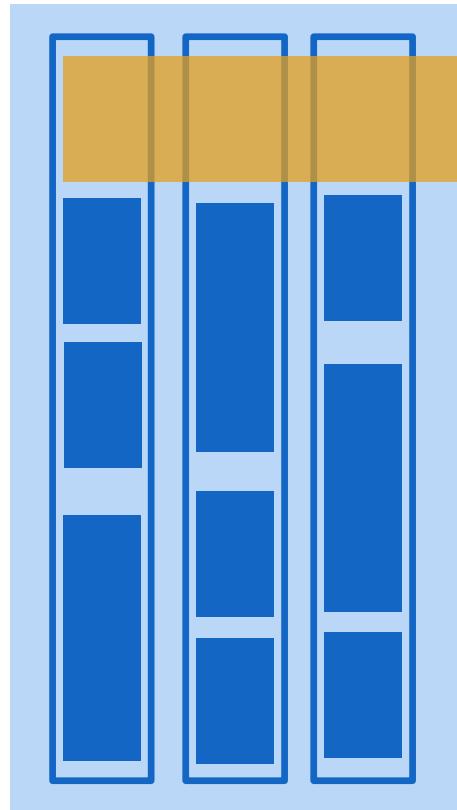
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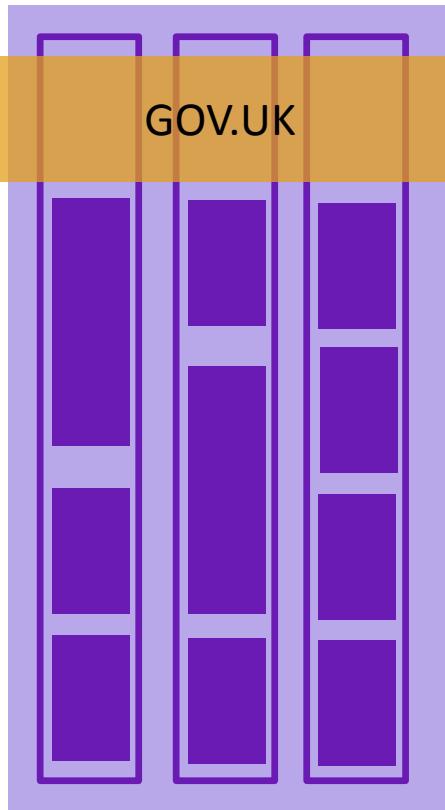
# From silos to platforms

“Platforms” are components that can be used by many services

Department of A



Department of B



Department of C

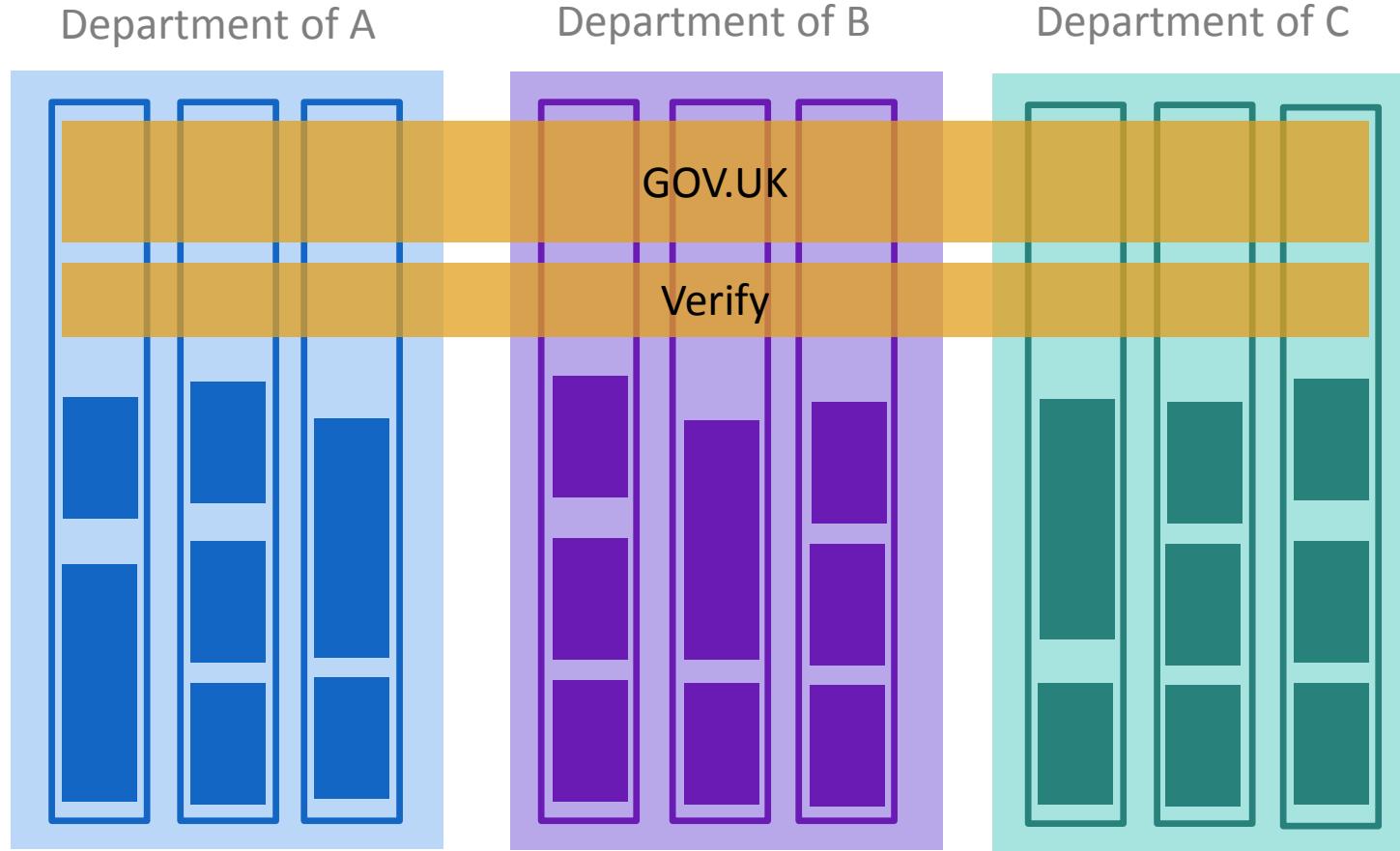


GOV.UK is a publishing platform for central government.

Over 8,000 civil servants use it, across 263 government organisations.

# From silos to platforms

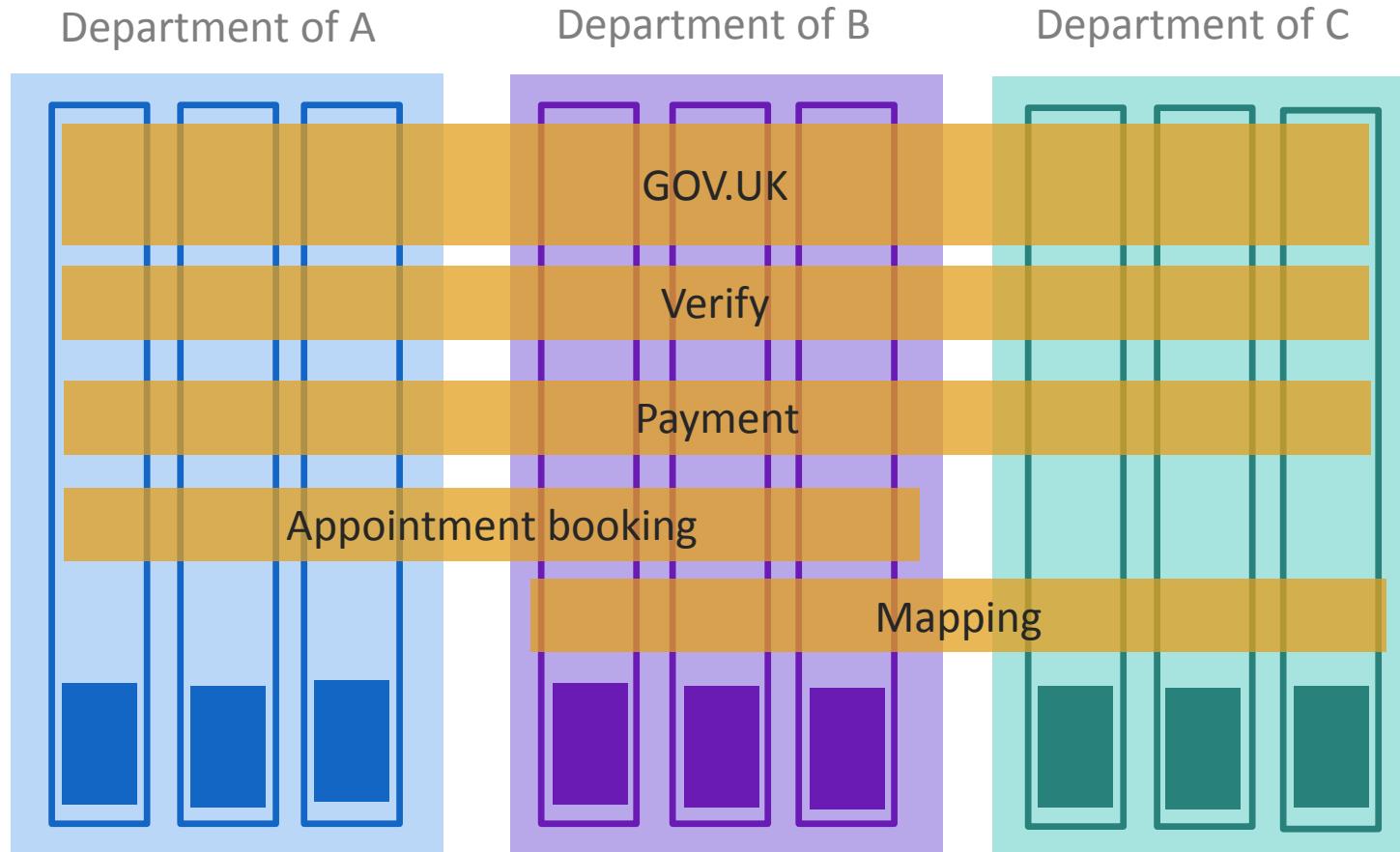
“Platforms” are components that can be used by many services



GOV.UK Verify is an identity assurance platform for central government services.

# From silos to platforms

“Platforms” are components that can be used by many services



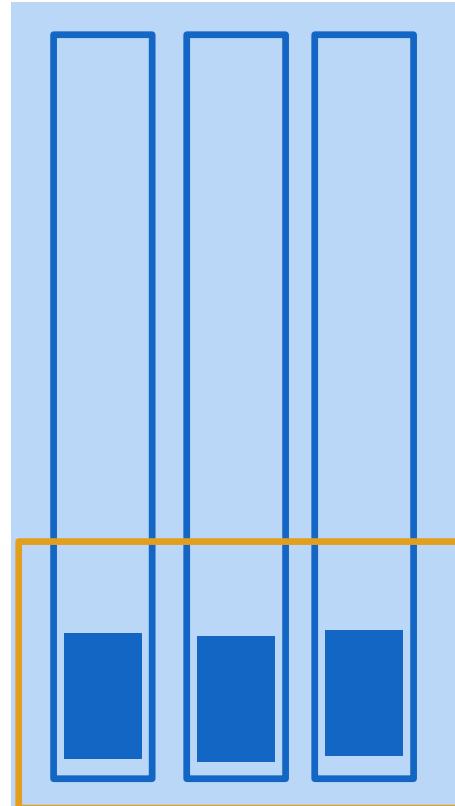
There is a huge opportunity to develop further cross-government platforms.

(These are just illustrative examples)

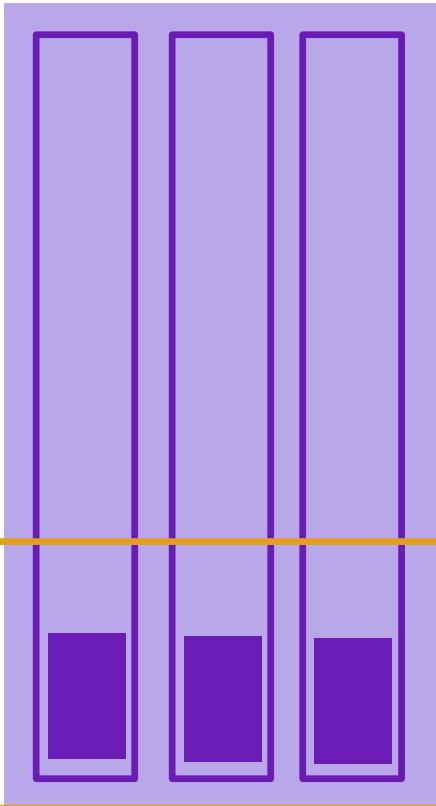
# And what about the data?

Currently government data is also in silos

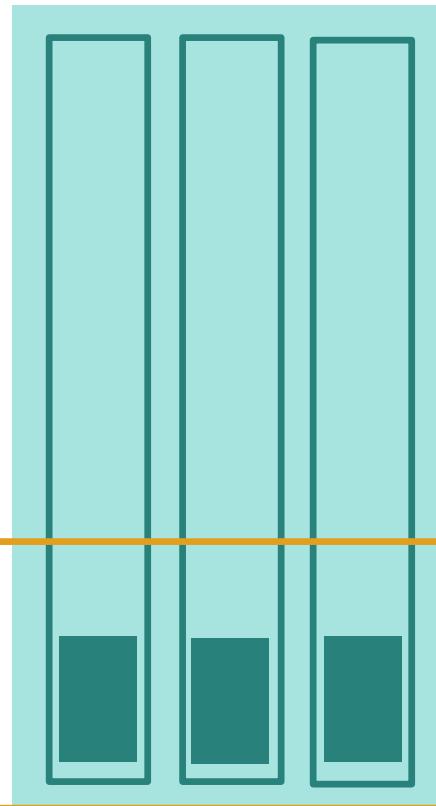
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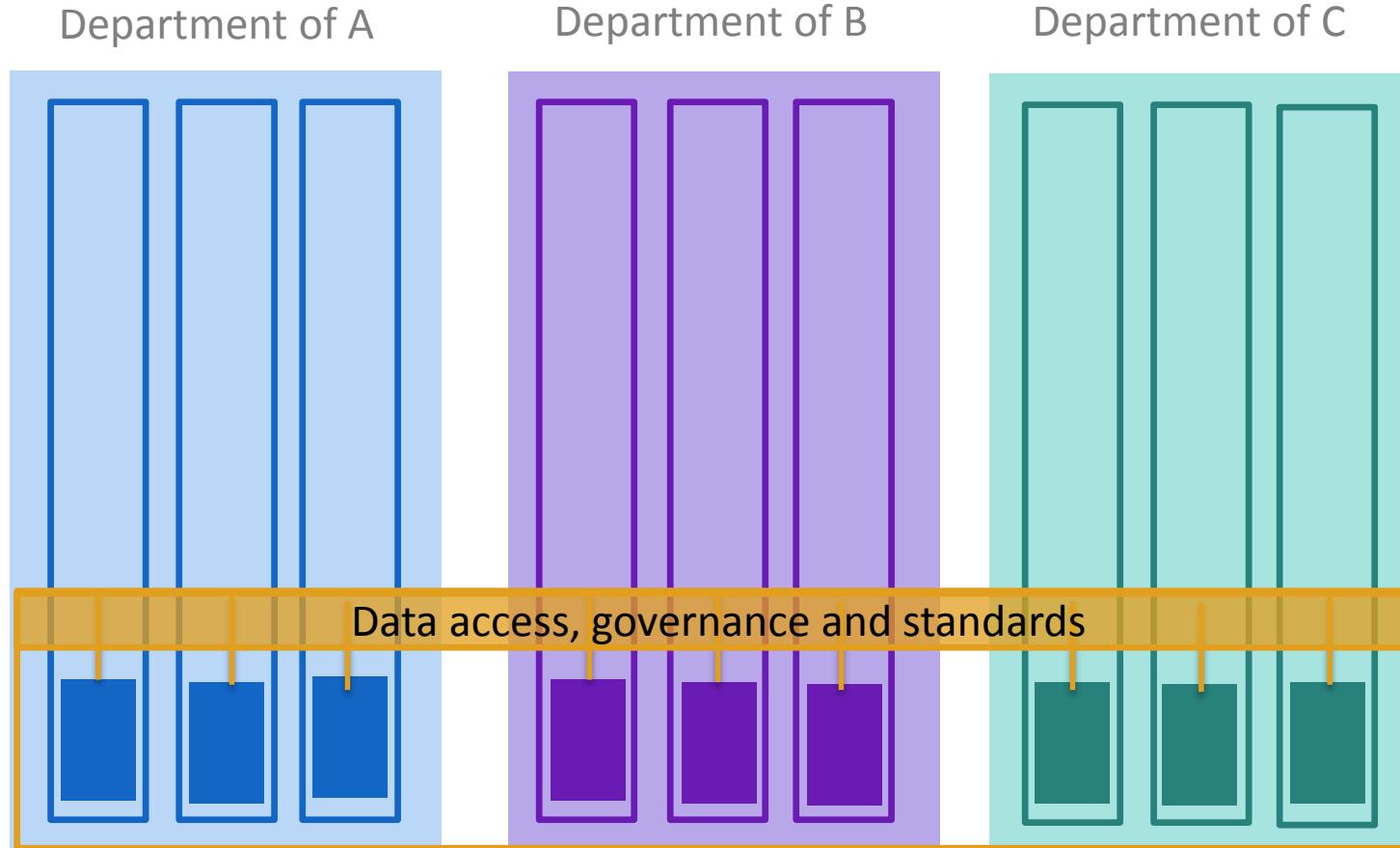
Data about services and the users of those services is locked away into silos.

It's difficult and expensive to cross reference across services.

Lots of duplicated effort for citizens.

# And what about the data?

A well governed joined up approach – not a giant government database



We need a new approach to governing, managing and accessing data.

To make it easier for citizens to control how their data is used, and for services to be more joined up.

# How do we get there?

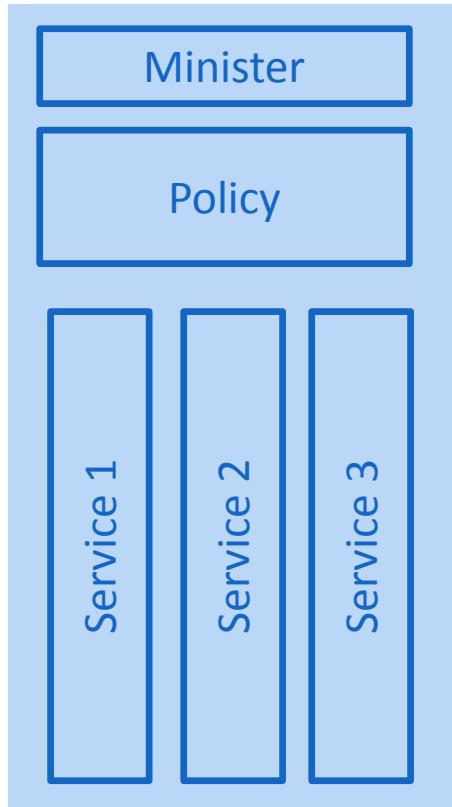
# What this means for the civil service

- A focus on service design and service management, of services that deliver measurable outcomes, with performance data baked in
- A named minister or councillor accountable for every service
- Teams dedicated to developing shared platforms (or working with the private sector to develop them)
- A new approach to the governance of data
  - Our presumption is that services should be able to securely access responsibly held data relevant to their delivery, and that citizens should have complete control over when and how their data is accessed. However, we're recommending that a team is set up to do proper Discovery work on this to explore the options in more detail than can be covered here.

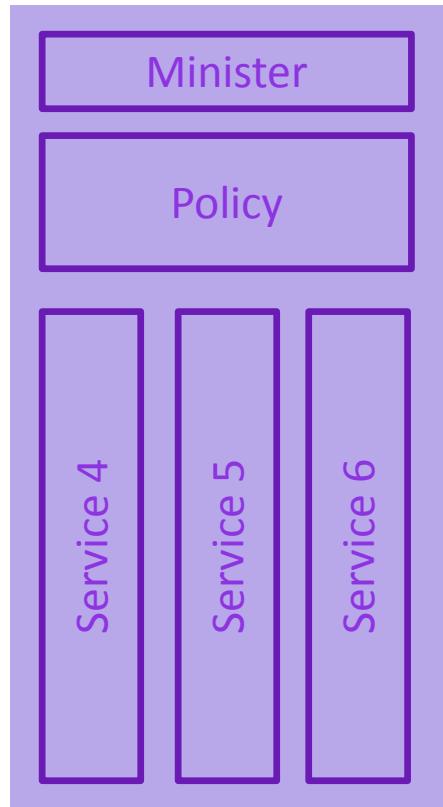
# What this means for the civil service

We need to move from an organisation that looks like this....

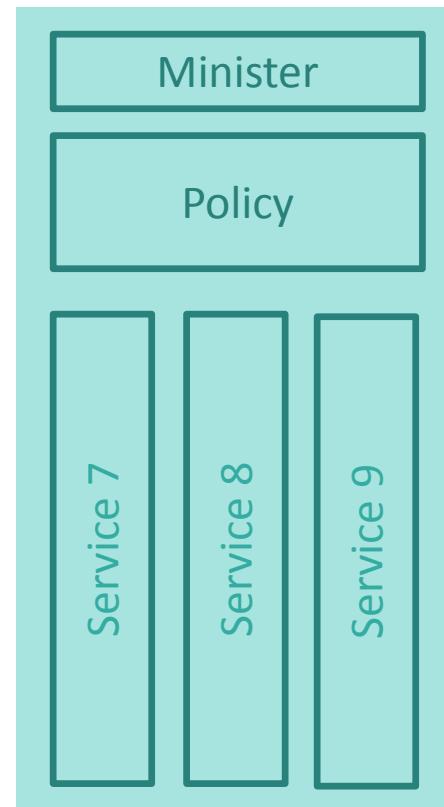
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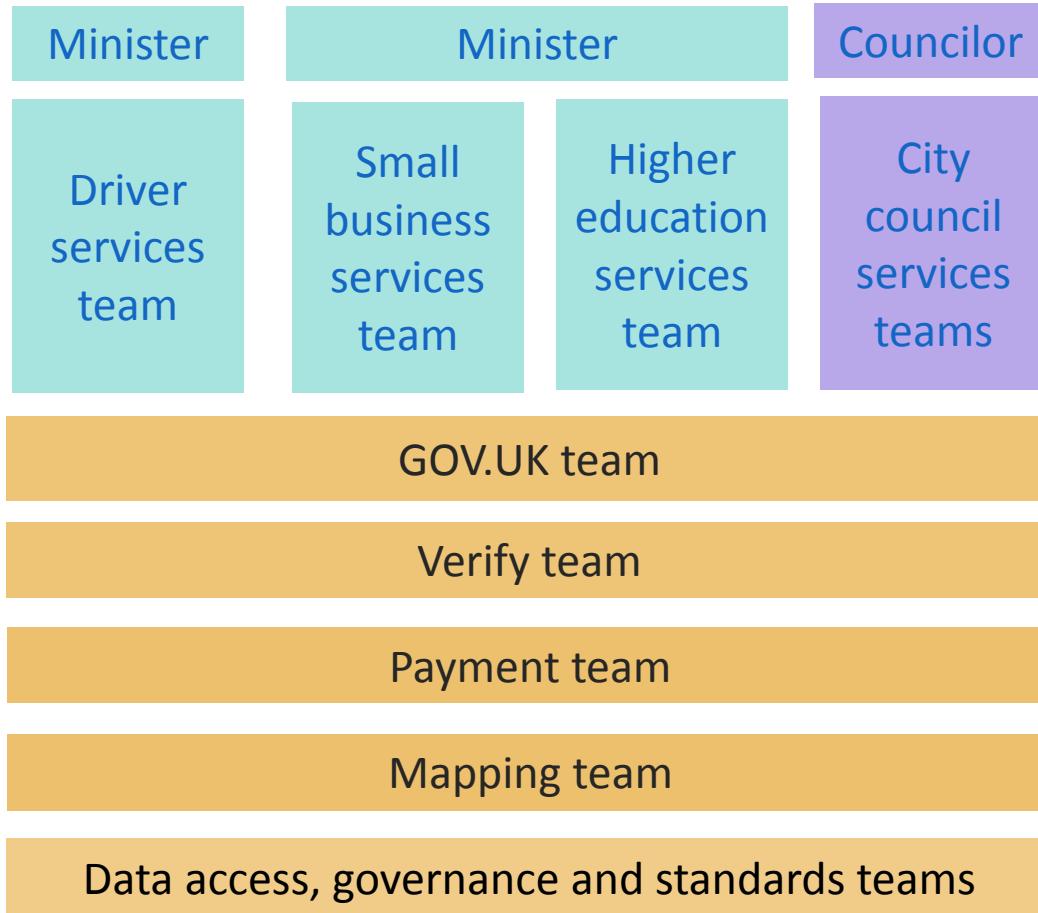
346 agencies and ALBs

352 local authorities

3 devolved administrations

# What this means for the civil service

To a civil service organised around services and platforms



This is deliberately simplified view – but we propose that the majority of the civil service should be focused on end-to-end service delivery, bringing together policy and implementation.

We also propose that there should be an accountable minister, council member for every service.

# What this means for local government

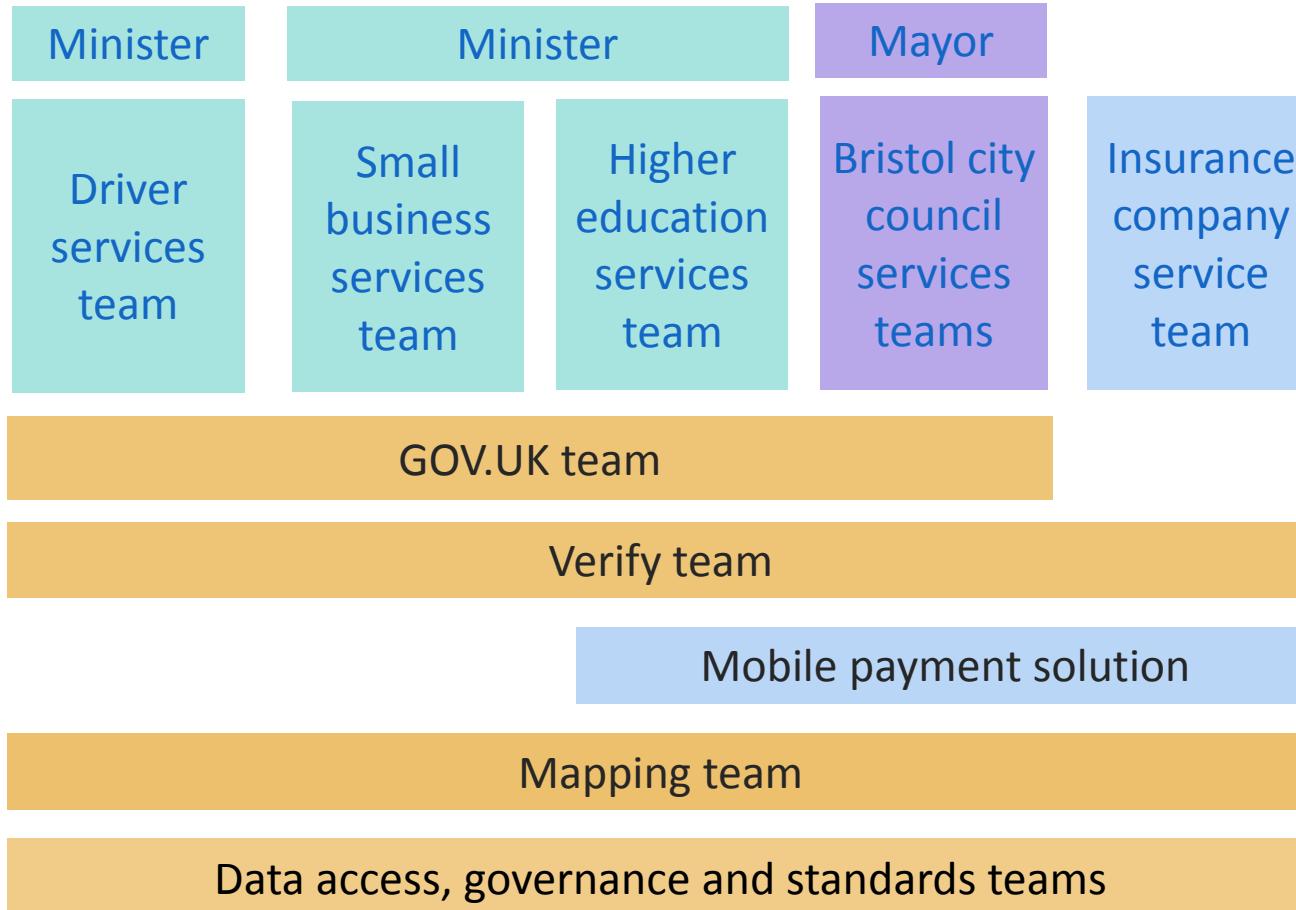
- Policy and decision making remains local (perhaps even more so with devolution of further powers), and is increasingly supported by powerful performance data.
- The delivery of local services will be increasingly enabled by the new shared infrastructure (platforms, standards and data). Less local resource spent procuring and managing IT, and duplicating work being done elsewhere, more spent on understanding and meeting local needs.
- Local service managers, IT, procurement and digital teams will need to focus on making best use of these shared platforms and standards, and on sharing their own expertise with the teams providing them.

# What this means for local government

- **Capability building:** staff across local government will need support to develop the skills and confidence to lead local service design, make best use of shared tools and collaborate with partners in new ways
- **Leadership:** local leaders will need to understand the benefits of new delivery approaches and encourage and enable their staff. How strong an incentive is needed to achieve this?
- **Collaboration:** we need to develop an approach that ensures local government needs are met by shared solutions, and that local expertise is strongly represented. Some shared solutions should be developed outside of London. Staff from local authorities could be seconded into platform or service teams, and the ‘owners’ of platforms and services should be held accountable for how successfully they have supported local service development.

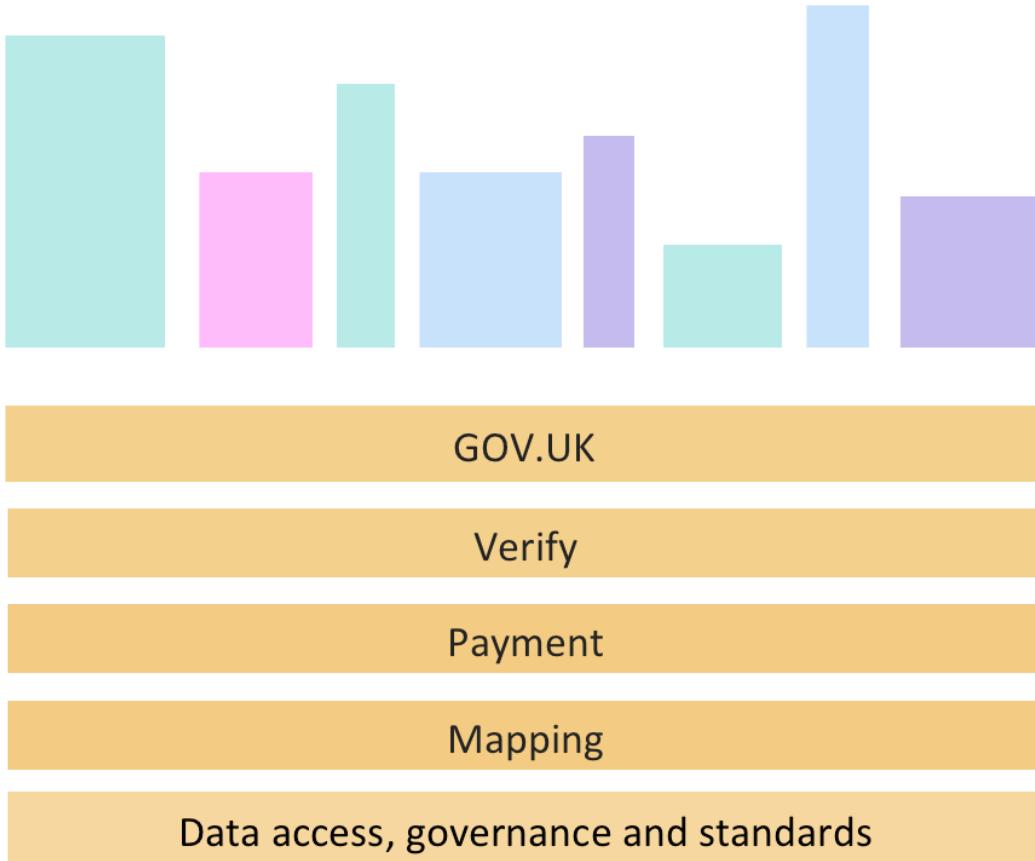
# What this means for collaboration

Making platforms and data available to the wider ecosystem, and integrating solutions built by people outside of government



# Shared digital civic infrastructure

All of this adds up to a new shared digital civic infrastructure



A ‘cityscape’ of services, some central, some local, some commercial, some community run.

All taking advantage of and built on common digital civic infrastructure.

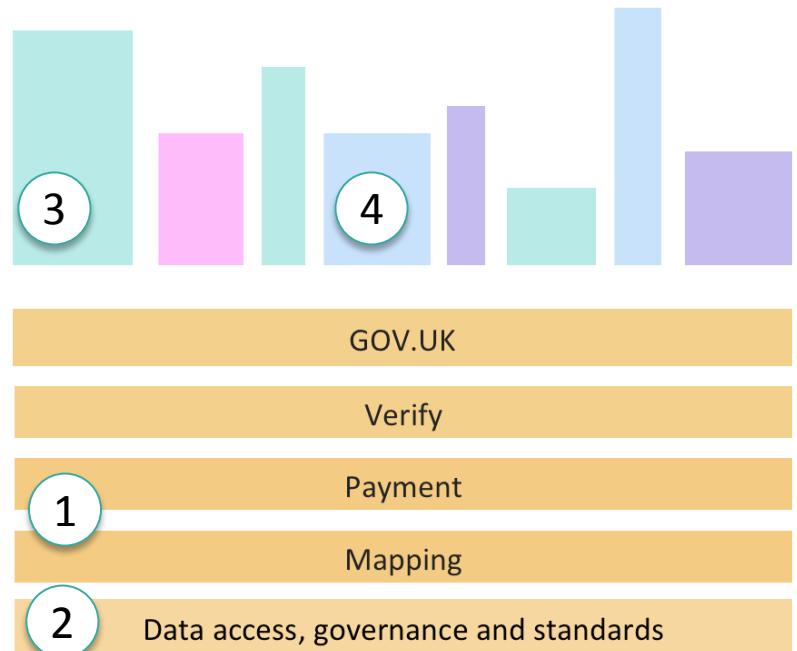
This is increasingly referred to as “government as a platform”.

It’s based on the approach taken by Amazon, Google, eBay and other digital heavyweights.

# Getting from here to there

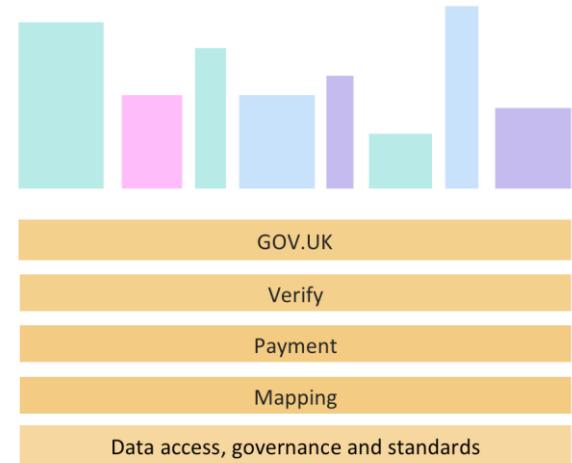
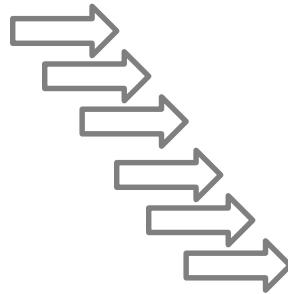
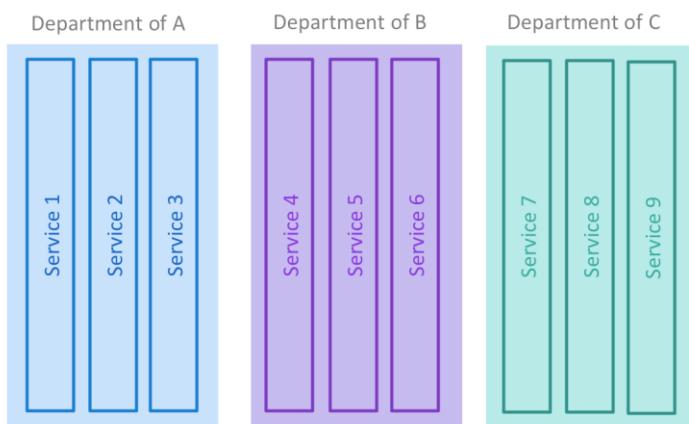
Recommended next steps:

- 1 Prioritise and develop new shared platforms
- 2 Investigate, agree and implement a new approach to governing, managing and accessing data
- 3 Establish service based teams to develop and run citizen focused services with accountability baked in
- 4 Engage businesses, communities and charities in the use of shared platforms



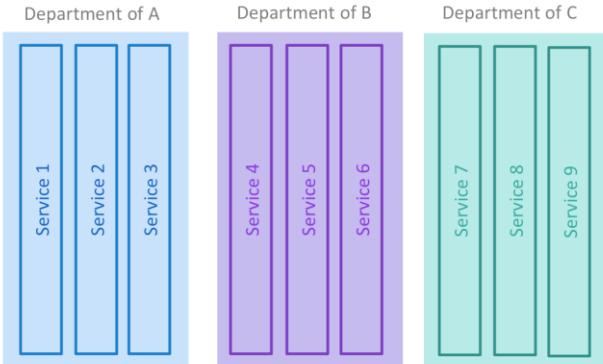
# Getting from here to there

The experience of the Government Digital Service, and of other successful digital organisations, is that the best way to deliver change is through iterative development rather than ‘big bang’ initiatives.



What's the least you can do, quickly, to test and prove an approach and take another step towards the future state?

# Iterating towards the future state

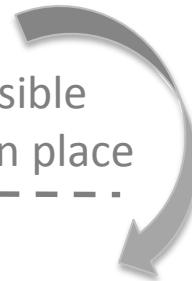


Continue to digitise existing services

Boost investment in skills and standards

Controlled migration to new platforms and data

New services now possible  
New teams and skills in place

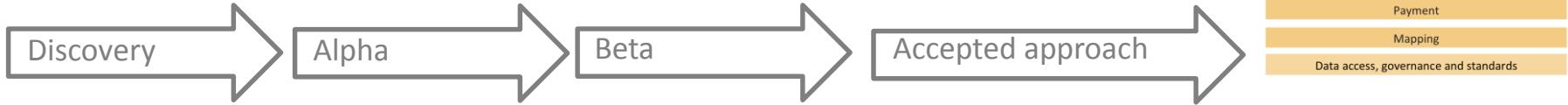


Set up new 'IdealGov' teams to work in parallel:

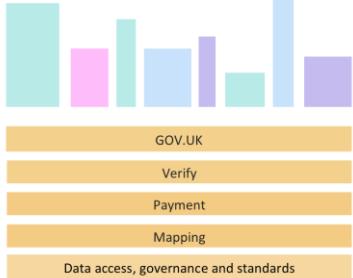
- 1 Teams focusing on each platform (including local gov):



- 2 A team focused on data (including local gov):



- 3 Pilot service teams to demonstrate new approach (including local gov)



# Continuing the conversation

This presentation is intended to provoke a discussion, starting with the GovernUp conference on 11 February 2015.

We have gathered some ideas, and made some proposals, but there are still many questions to answer and much detail to explore.

We're interested in your views @grahamcwalker @sarahprag

Some questions we'd like to answer:

- Will the benefits of using shared infrastructure be persuasive enough – or does their use need to be mandated (as it was for GOV.UK)?
- Mandated across local government, as well as central?
- How do we ensure local government needs are properly met by shared platforms?
- How can we better explain the benefits:
  - to citizens, in terms of more radical and empowering service models?
  - to government, in terms of cost savings?

# Digital future

Full version, for discussion

