

# Service Innovation in New Zealand

## Overcoming the Challenges of Digital Transformation Sydney: 20 October 2017

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# Digital transformation – examples of progress

Three examples of positive progress:

1. NZ snow and avalanche management programme
2. Passports and babies
3. Service Innovation Work Programme

# DEVELOPING A CUSTOMER-CENTRED AND SERVICE-LED GOVERNMENT

## The Service Innovation Work Programme

Better Public Services is one of the key government priorities.

We are seizing the opportunity digital delivery offers our customer and agencies by getting more of our services out to those who need them in a way that makes it easy for them to use.

### Why service innovation?

We will provide a customer-centric approach to government service design and delivery.

The Result 10 research, conducted in 2013, provided an evidence base for a shared understanding of customer experience.

The more customers have to integrate government services for themselves ... the more **PAIN POINTS** they experience.



The Better Public Services Programme and the ICT Strategy remain our strategic anchors

as we set out to radically transform public services, by exploiting ICT enabled opportunities.

ICT Strategy 2013

The Service Innovation work programme operates within a strategic context of:

- The Government ICT Strategy
- The Partnership Framework, consisting of 60+ senior public servants committed to a single, coherent ICT ecosystem to support radically transformed public services.
- The Service Innovation Working Group, providing strategic oversight and coordination.

### OUR VISION

To develop a more customer-centred ecosystem of public services, available digitally, which allows customers to access automated, intuitive services with less effort than now.

The work programme is ambitious and requires agencies to collaborate and be agile, innovative, open to change and actively involved.

It will be an integrated work programme with **CLEAR ACTIVITIES AND DELIVERABLES**

WORK IS WELL UNDERWAY

The work programme will apply **SHARED PRINCIPLES**:

- Customer centric
- Joined up where it makes sense
- Innovative
- Design-led
- Reuse and share
- Leverage data
- Secure and private
- Effective governance
- Collaboration and partnership

Activities and deliverables are planned **IN ROLLING 18 MONTH PERIODS AND IN 90 DAY SPRINTS THROUGH TO 2025**

There are **FIVE FOCUS AREAS** supported by **FOUNDATIONAL ELEMENTS**

#### 1. Integrated services

Delivering joined-up government services (agencies, NGOs, private sector) where it makes sense.

#### 2. Digital transactions

Maintaining the momentum of moving to digital channels and supporting life event initiatives.

#### 3. Proactive delivery

Delivering entitlements to customers without them having to apply.

#### 4. Information sharing

Allowing consent-based personal information sharing.

#### 5. Digital identity

Supporting customer online identity.

Supporting elements

The work programme **CONNECTS WITH AND ALIGNS ACROSS** the public sector



### OUR DESIRED OUTCOME

People have easy access to public services which are designed around them, when they need them



### AGENCIES

will be able to work better together, with reduced cost-to-serve and increased efficiency.

The Work Programme is a mechanism for the participating agencies and other clusters (business and social) to align and connect their work.

### CUSTOMERS

will be at the centre of government service design and delivery.

Work programme deliverables will result in positive impacts to customers' experiences with agency services.

### The benefits for government

Efficiencies gained through a reduced cost-to-serve and service delivery infrastructure

- Agencies need:
- Lower cost-to-serve
  - Less duplication of customer information
  - To leverage and capture benefits from each other.

### The benefits for customers

Greater uptake of entitlements, increased compliance and the experience of a 'joined-up' government

- Customers need:
- Fewer interactions with government
  - Easy to complete transactions
  - Digital access to more services.

The work programme will be **ACCOUNTABLE**

Developing an outcomes framework, targets and measures for success, and an effective governance mechanism.

# Digital transformation – system barriers

The five key barriers to the delivery of cross-agency change are:

- i. Lack of system-wide prioritisation**
- ii. Misaligned cost/benefit frameworks**
- iii. Insufficient trust to share data**
- iv. Misunderstanding of policy and legislation**
- v. Inconsistent change approach**

# Digital transformation – critical success factors

## Five critical success factors:

- i. CE's have secured Ministerial support
- ii. Buy-in at all levels (especially Tier 2, 3 & 4)
- iii. Clear agreed problem statement
- iv. Tangible commitment (people, investment)
- v. Dedicated cross-agency relationship management

# Digital transformation – further work to be done

**Options available for digital transformation success:**

- i. Structural/centralised vs joint (network) leadership**

**System elements still under development for joint (network) leadership success:**

- i. Incentives and accountability**
- ii. Capability and resources**
- iii. Tools and techniques**

# Digital transformation – whole of government approach

**Digital transformation - lessons learned from the front line:**

- i. Serve the people – who is our customer and what do they need**
- ii. Have a plan & stick to it – along with the wisdom to change when required**
- iii. Lead with positive intent – our motives on show everywhere, all the time**
- iv. Be nice – the one critical characteristic**