

# Digital Future

# Proposal One

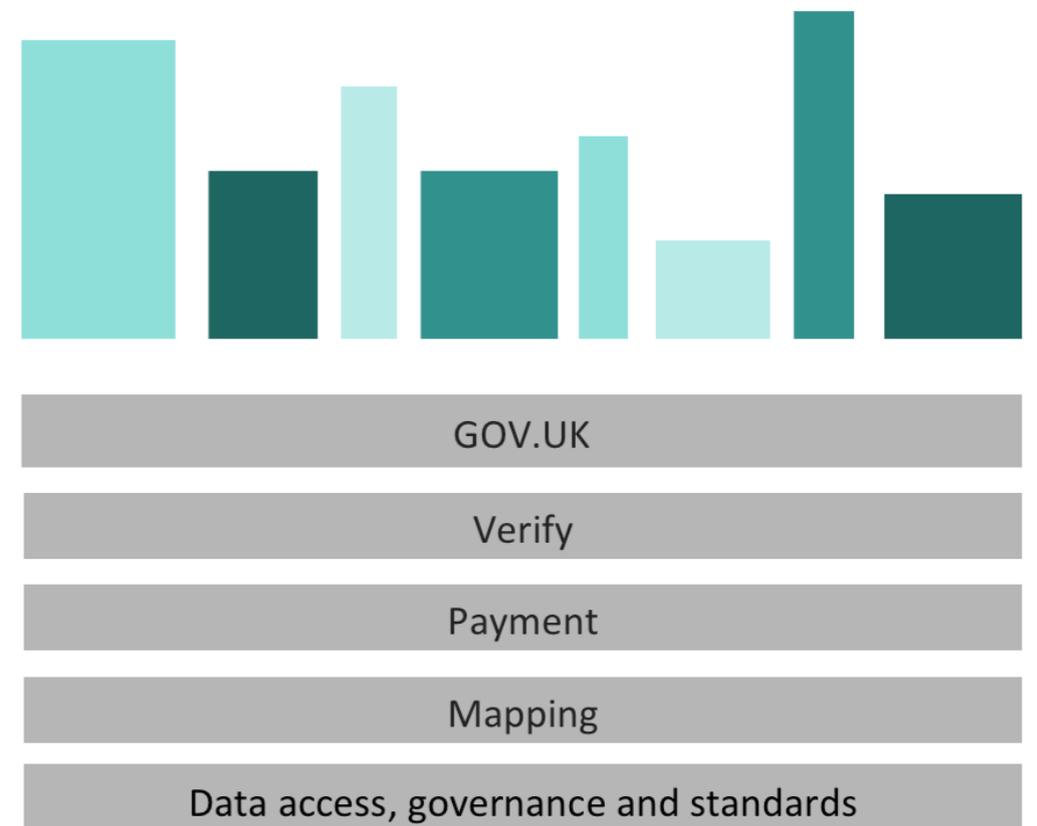
## A new shared digital civic infrastructure

Government services are currently delivered in silos: they appear disjointed to the citizens who have to use them, and they are unsustainably expensive and inefficient under the hood.

Departments and local authorities duplicate effort and cost developing separate solutions to shared problems – like how to identify a user or take a payment or look up an address.

### Shared digital civic infrastructure

We need to invest in the next generation of civic infrastructure. Shared digital platforms for common needs, available for use by central and local government teams, but also for use by partners and suppliers. Enabling a ‘cityscape’ of services that are efficient to build and run, and more convenient and consistent for citizens. This is sometimes referred to as “government as a platform” and it builds on the approaches taken by digital heavyweights like Amazon and Google.



A new shared digital civic infrastructure

# Proposal Two



## A new approach to managing and using data

Data about citizens and their use of services is also locked away in silos. This is a major contributor to the disjointed experience of government services – the endless repetition and re-entering of information, the cracks between services that the vulnerable can fall down, and that fraudsters can exploit. It's also a major contributor to the cost of running services. It's inefficient and unsustainable, but the civil service currently lacks the confidence, expertise and governance structures to tackle it.

## A new approach to managing and using data

We envisage a new cross-government approach to managing, accessing and governing this data.

- An approach which allows citizens to have control of which services can use their data, and for what.
- An approach that re-builds and maintains trust, perhaps including: a new Digital Rights Bill to sweep away current data sharing legislation; and a beefed up Information Commissioner
- We propose that a new Discovery Team with cross party support start work on this immediately to fully explore options

**‘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 Prime Minister

# Proposal Three



## Real time government & democratic engagement

Currently citizens and the services they use seem a long way from Westminster. It's not clear to citizens who is accountable for the service, or how it's performing.

It's also difficult for Ministers and their teams to test new ideas or to make changes to services (and policies) based on real time feedback. There are now performance dashboards for some digital services, but they are tucked away in a special area of GOV.UK

## Real time government & democratic engagement

We propose that performance data should be published and explained alongside the services people are using as should the name and details of the minister or council member accountable for the service.

Citizens should be able to read about recent decisions affecting the service, see the planned roadmap of improvements, and find out how they can give feedback and influence decisions.



Example of a current performance dashboard

# Proposal Three



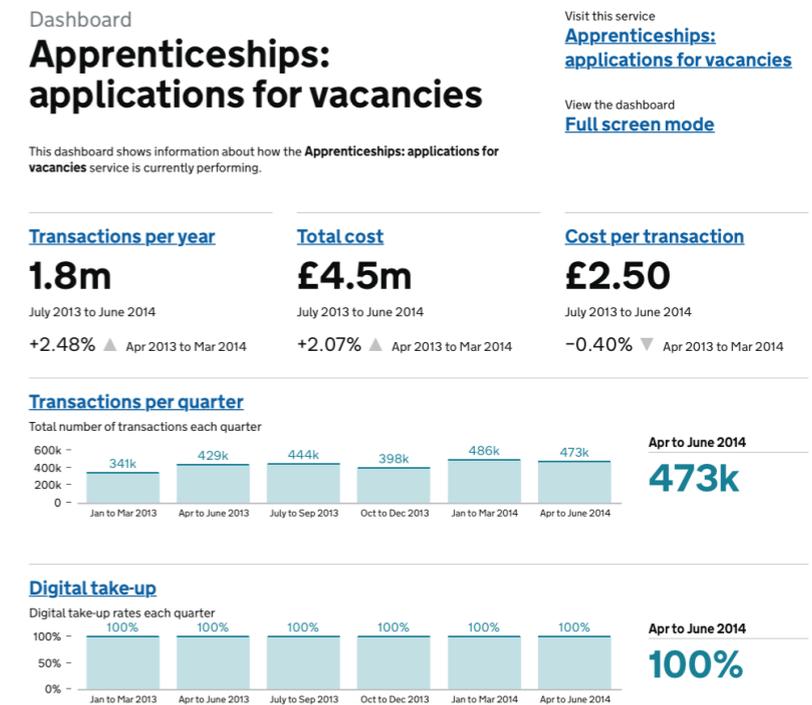
## Real time government & democratic engagement

Ministers and their teams should have access to real time data on how their services are performing, and be able to act on it.

They should be able to test changes to services in real time.

They should be able to set up and test new services quickly and efficiently – enabled by the platforms, data and service design approaches outlined in our other three proposals.

They should be able to talk to front line of service delivery – e.g. advisors in a jobcentre – by video conference with the same real time data available to all on the call.



Example of a current performance dashboard

# Proposal Four

## Putting services at the heart of the Civil Service

Currently there is a disconnect between policy and delivery and between central and local. Policies are designed upfront (usually in Westminster) and then handed over for implementation, by civil servants, local government or suppliers. This can lead to unintended outcomes, because the people who deliver and use the service haven't been involved in its design.

### A focus on services

- We propose that the majority of the Civil Service (80-90% of headcount) should be structured around end-to-end services, bringing together the right mix of skills to design, implement and run services. With each service (or group of services) under an accountable minister.
- The use of shared platforms, data and open approaches laid out in these proposals should be mandatory for central and local government, as they become available.
- Local government must be strongly represented in the development of these shared resources.



Thank **you.**

