

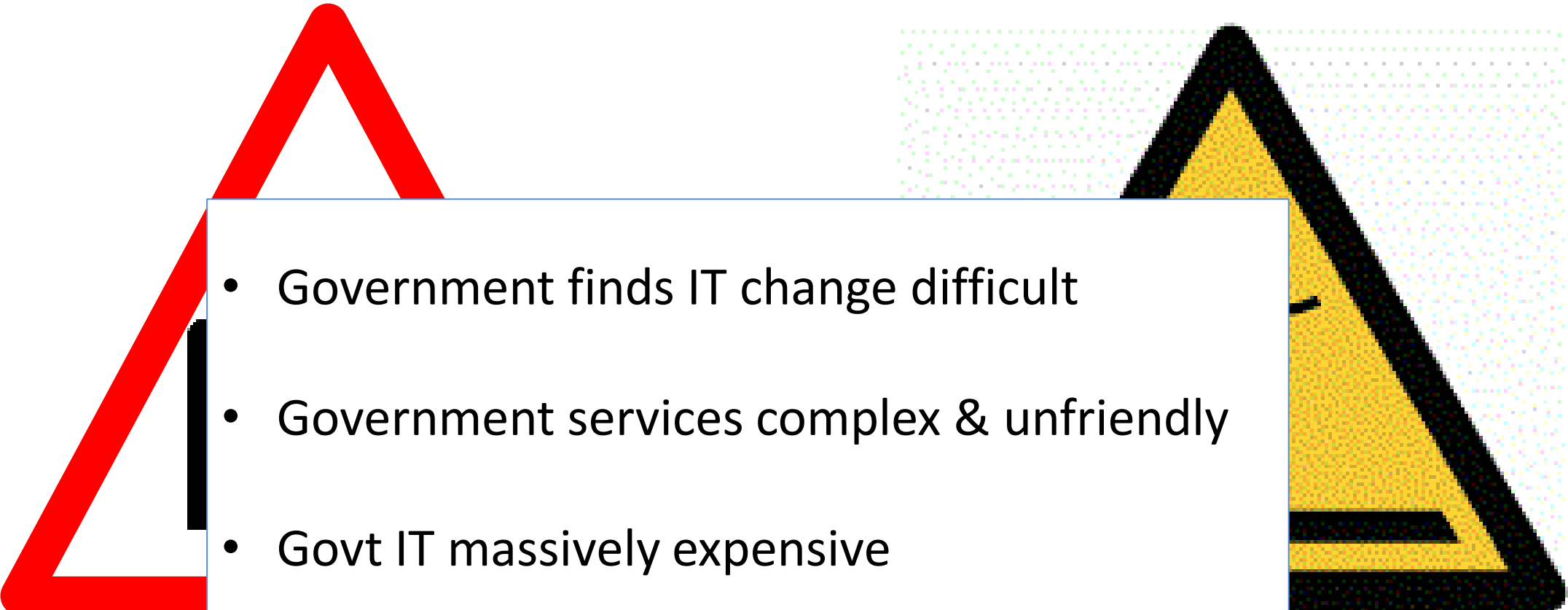
Steering an Agile Oil Tanker

Making Government Digital

Richard Edwards

17 June 2015

*Views expressed are those of Richard Edwards, and not of UK Government,
Barra Kay Limited, or any other individual or organisation*

- 
- Government finds IT change difficult
 - Government services complex & unfriendly
 - Govt IT massively expensive
 - Lots of attempts to do better – some success

Public Servants working
outside comfort zone!

You might be out of
your depth!

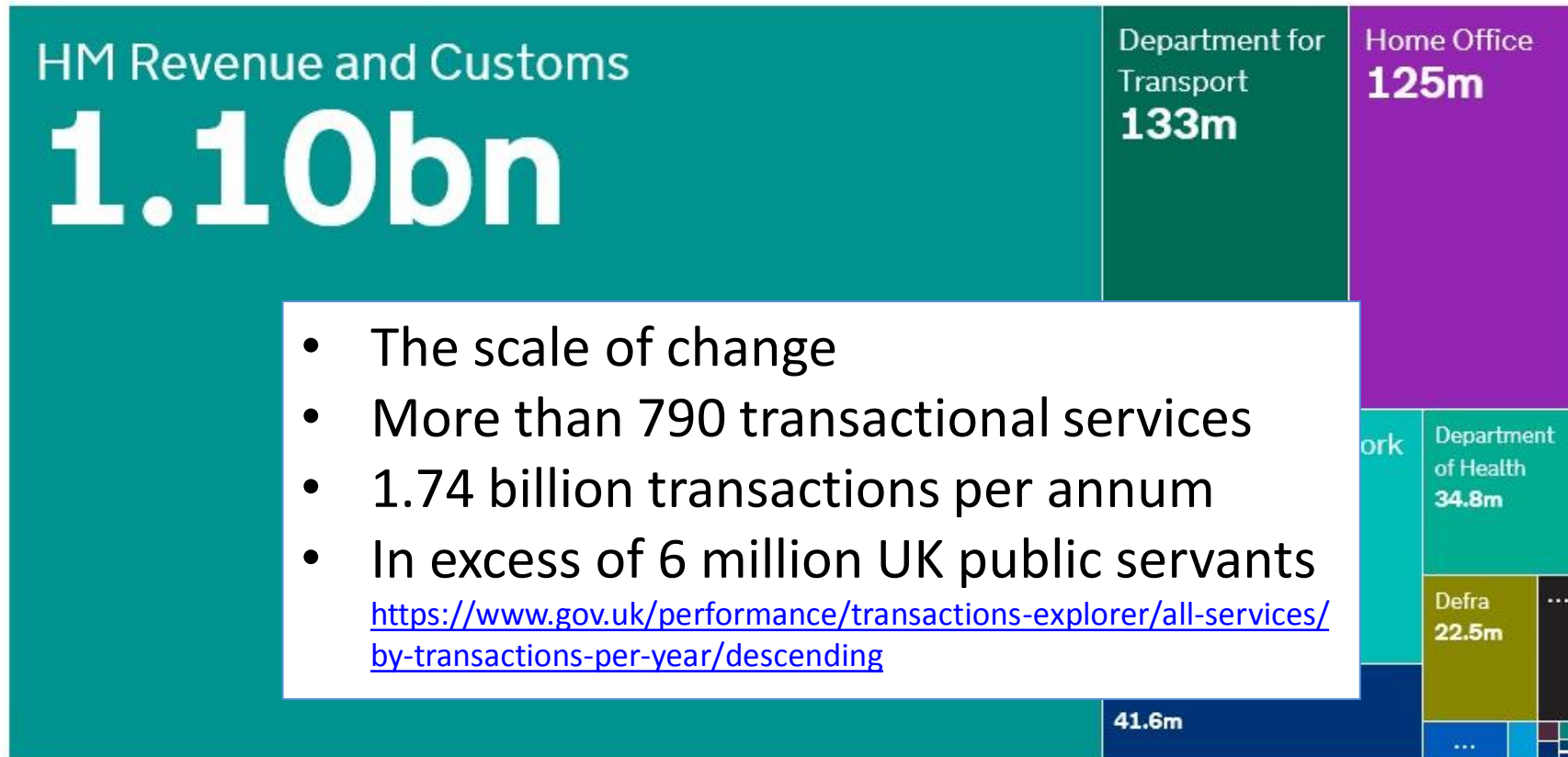
Why change now?

- Digital revolution in society
- 2008 crash: effect on UK economy
- Recession demands digital revolution in Govt
- Commercial mindset of Con/Lib coalition
- Martha Lane-Fox report

<https://www.gov.uk/government/publications/directgov-2010-and-beyond-revolution-not-evolution-a-report-by-martha-lane-fox>



The unique problem



The How

Richard

https://www.gov.uk/service-manual/digital-by-default

Apps Facebook JobServe - Job Seek... Welcome! | LinkedIn Google Barclays on-line ban... APCOA Connect - Pl... Evernote Web Sign In to Sage One RingGo Other bookmarks

New concepts	New roles	New ways
<ul style="list-style-type: none">• Services• Products• Customers• Iterations• MVPs	<ul style="list-style-type: none">• Service Managers• Product Owners	<ul style="list-style-type: none">• Remove barriers• Multi-disciplinary teams• Collocation

[gov.uk/service-manual](https://www.gov.uk/service-manual)

[gov.uk/service-manual/digital-by-default](https://www.gov.uk/service-manual/digital-by-default)

[gov.uk/design-principles](https://www.gov.uk/design-principles)

• aims to make digital services so good that people prefer to carry out the transaction online rather than by phone, post or in person

The service manual will help digital teams meet the standard and select people with the skills they need.

Windows taskbar: 14:00 08/05/2015

- Public servants are resourceful: make them want to change
- The stick: make it policy, create Standard Operating Procedures
- The carrot: learn about benefits by doing, deliver “Exemplars”

www.flickr.com/photos/environment-agency

Keep clear
Exit from
emergency
escape route

 Environment
Agency

miles
of new
footpaths,
cyclopaths &
bridleways
created

Intertidal zone

FLOODS
DESTROY
BE PREPARED

The How 3

DIGITAL SERVICES
CHANGE CULTURE,
NOT JUST TECHNOLOGY

You might assume the biggest barrier to effective government digital services is the acquisition and deployment of complex technology. In reality, technology is the easy part. The true barrier to digital innovation is culture.

Risk aversion, misperceptions about process, and high costs are among the reasons why many projects from being executed in the agile way.

COMMUNICATE

Misperceptions about the process and purpose of digital governance can be a major stumbling block to getting leadership buy-in for projects. To dispel these myths, communicate the realities of digital services development, design, and deployment.

Phase 1

- Talk to other employees to determine a common interest that's unrelated to work but could be enhanced.
- Design a form for individual submissions, as well as a repository to compile reviews.
- Using free, open source coding, build your portal and create sample reviews.
- Ask a sample set of users to test the digital service.

Phase 2

- Design your inputs to be more intuitive.
- Engage with users to determine what would make the portal easier to use. Look for bugs in software.
- Present new information on both forms and final reviews.
- Deploy to large user base and continue tracking its utilization.

Powered by the good people at:
govloop

MAKE THE CASE

There are a myriad of priorities which administrative initiatives. To gain support for digital projects, money, tap into a large market of users, and incentives. Use data to back up your claims.

Citizens want it

- 63% Percent of citizens who feel digital interactions will make the government more easily accessible (Accenture)
- 49% Percent of citizens who say digital interactions would make government more transparent (Accenture)

There's a market for it

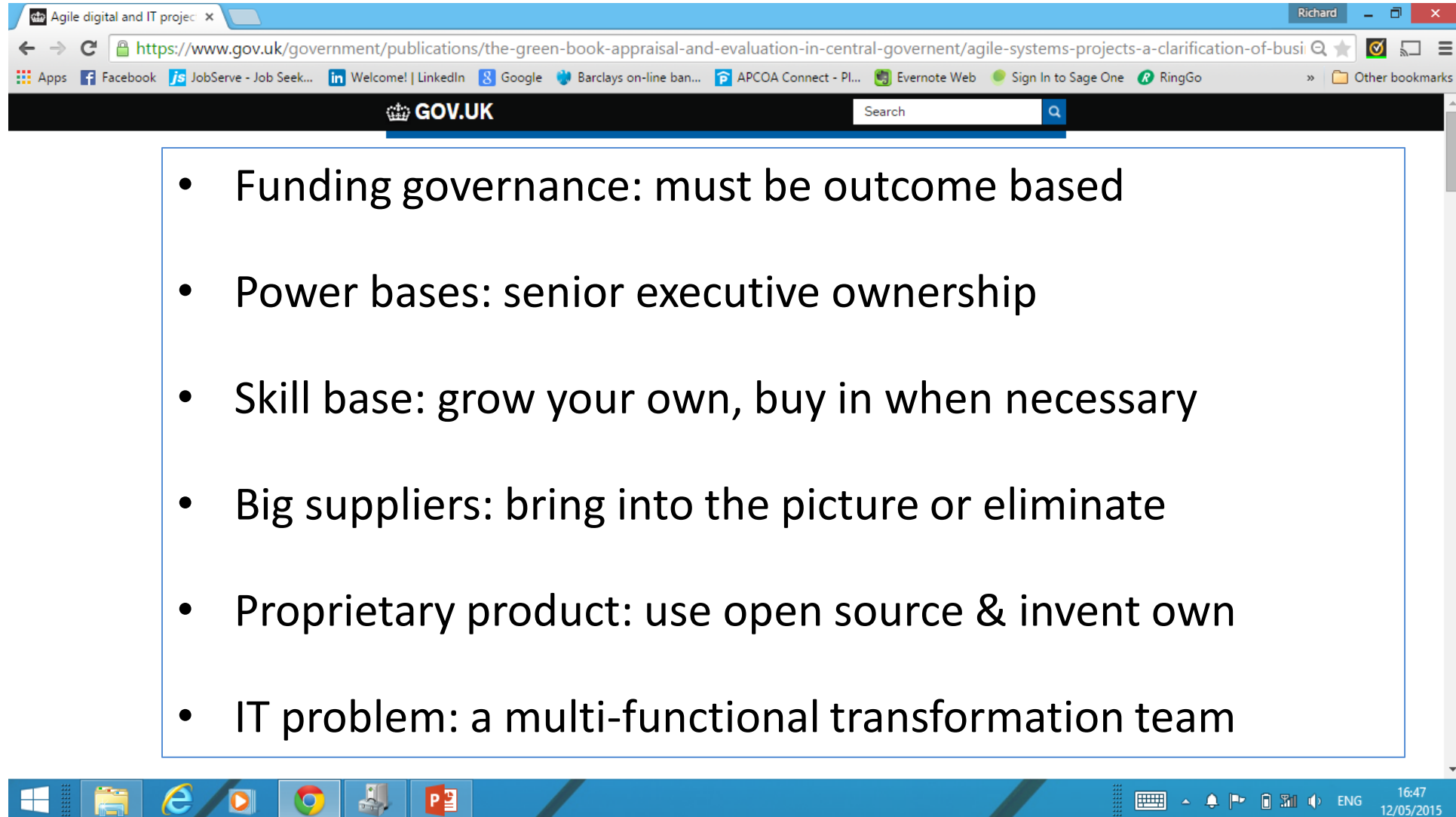
- 85% Percent of Americans (18+) who use the internet (Pew)
- 58% Percent of Americans (18+) who have a smartphone (Pew)

START SMALL

The risk associated with releasing imperfect products for testing and revision — a critical step to create optimal digital services — concerns many government administrators. To overcome this risk aversion, choose a project, such as a portal to consolidate everyone's suggestions for a work playlist, that's easy to execute and won't impact your organization. Starting small lets employees familiarize themselves with the process of agile, open development before they take on greater risk.

- Make it easy to do: so they don't know they are changing
- Make it exciting: the "endorphins of benefit" mask any pain
- Make it viral: so good it spreads by itself

Blockers

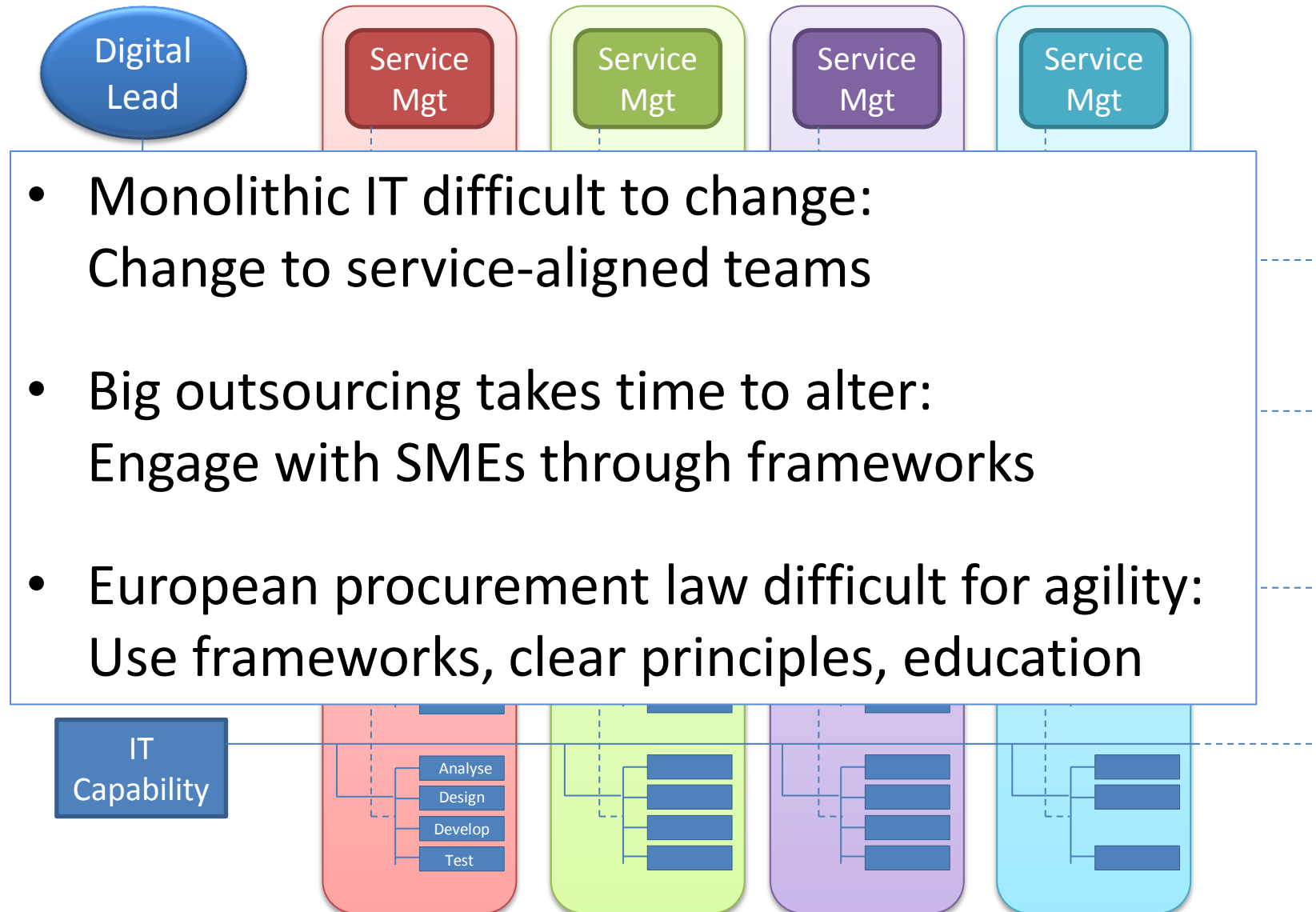


The image shows a screenshot of a web browser window. The address bar displays the URL: <https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-government/agile-systems-projects-a-clarification-of-busi>. The browser's search bar is empty. Below the browser window, a list of blockers is presented in a white box with a blue border. The list includes:

- Funding governance: must be outcome based
- Power bases: senior executive ownership
- Skill base: grow your own, buy in when necessary
- Big suppliers: bring into the picture or eliminate
- Proprietary product: use open source & invent own
- IT problem: a multi-functional transformation team

The Windows taskbar at the bottom shows the Start button, File Explorer, Edge, a media player, Chrome, a printer icon, and PowerPoint. The system tray on the right indicates the time is 16:47 on 12/05/2015, with the language set to ENG.

Blockers 2



Enablers

- Government-wide enabling organisation: GDS
- 10 Principles & 26 Criteria mandated and assured – make it policy
- Service Design Manual
- GOV.UK move: single gateway, single style
- Best practice from industry: don't be afraid to pinch good ideas
- Use the open source movement, **and** give back open code
- Exemplar projects
- Quickly create beacons of light: HMRC, DVLA, organisations that have transformed from the top down & bottom up
- Have evangelical coaches, transformation agents, leaders, advocates, “champions”
- Communities of Practice

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Questions & Answers

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