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Welcome to this workshop about

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How's the future proof government? perhaps no more important question my name is Robin Scott?

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I'm co-founder and CEO of a political, and I'm thrilled to be part of today's workshop about the most transformational trends in the public.

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Today we are drawing from the government trans 2 22 report created in partnership between apolitical and aloid, and we'll be talking about the trends reshaping the post pandemic world I Unfortunately, won't

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be able to stay for the duration of the workshop at least on camera.

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I'll be i'll be listening in with great interests my young family, and I currently all have covert so

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There's a very unhappy baby and and toddler in the background that I have to be around for.

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But I wanted to drop in for a few minutes to tell you a little bit about about who you'll be hearing from today, and just to stress what an absolute pleasure is to be working with delayed on the government trans report and on this workshop I think you'll see from the content of

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the conversation. what a thoughtful piece of research this is and what a breadth of experience and insight! it'd be great to it! Those of you who may be joining a political for the first time.

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Joining us at least a political is a unique network and learning platform used by more than 160,000 public servants and policymakers in 170 different countries.

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Our mission is to help build 20 first century governments, the work for people and the planets.

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And we do this by putting the best knowledge and skills at the fingertips of public servants around the world, through a events, through courses and through our knowledge, sharing platform and network.

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So it was a natural partnership to work with delay on the government trends for board and to tap into this global network to get our members perspectives on.

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How government has changed in the post pandemic world, and what trends will continue to.

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You see today, you're gonna be hearing from 3 distinguished panelists who were deeply involved in the trends report joining us from delloid.

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We have Bill Eggers managing Director of Tolloyd Services, Lp.

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And Mahesh Calc. Smart cities research lead at the center.

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We also have Barry Larry, joining us who's Government Chief Information officer at the Department of Public Expenditure and Reform in Ireland, and to contribute to the my tape section of report.

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These of the report. These were the community perspectives. Excuse me, my colleague, Helen, is gonna tell you more about each of these panelists in just a few minutes, but I really want to emphasize how lucky we

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are to have them because they bring such a breath and depth of perspectives, a global breath and depth.

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So thank you again, Bill Mahesh and Barry for joining us today, and thank you, everyone for giving your time to attending this conversation with that Helen.

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I will turn back to you. Thanks so much, Robin.

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And I want to echo what's some of our participants have said in the chat as well, and wish you and your family a very speedy recovery.

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But in the meantime, again, I just want to echo Robin, and thank you all so much for joining us here today.

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I'm gonna read just a few little housekeeping points before we really dive into today's session.

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So first just a note to please make sure you stay on mute for the duration of the conversation.

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So we have over 100 people in the session.

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We want to make sure that we can hear our panelists uninterrupted.

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We also will be recording this session So you should be able to see that we're recording. Now we'll host this online on the a political website via Vimeo.

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And we do this. So the participants any political members can review the content on demand to further their learning. and it also lets us share the content with any participants who can't actually make it to the session.

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Live. Now, please do be aware that viewers of the recording may be able to see your zoom username.

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If you come off mute. if you do have your camera on, they may be able to see your face.

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In addition to any information contained in your background. Now please do let me know if you have any questions about this, or want any further information, or you can also find the contact details of our data protection officer.

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At the footer of our homepage on the a political website.

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We do also have live transcription available on this call.

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You could toggle it on and off by clicking on live transcription at the bottom of your screen, which may be hidden by a more little icon with 3 dots you can click on that talk of the live transcription on and off as

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you'd like throughout the conversation. and obviously select hide or show

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So we are now going to hear a little bit more from you.

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Before I introduce our speakers. First, I want to to sort of see who else is in the room.

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So if you're able to and if you're comfortable it would be great if you could go into Gallery view.

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You'll find that in the top corner of your zoom and turn it into that gallery view to see everyone, so you can turn on your cameras if you're able to and just give everyone a bit of a wave so connecting

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with governments again. we're we're global platform and it's great to be able to see this global network across the world and just wave at your colleagues.

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So we're just going to start off with a little bit of a moment of human connection before we really dive in great to see lots of faces waving from across the world from maybe offices home offices great to have you all here.

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Today. Thanks so much. You can feel free to either leave here at video cameras on, or you can turn those off for the rest of the session.

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It's up to You now that we have seen you all we want to sort of get to know a little bit more about what you're thinking about today's topic.

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So i'm going to launch a few poll questions if You've joined Zoom, using your web browser or your phone.

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You may not be able to see these that's totally fine i'll read them out loud, and you can just share your responses in the chat, and if you do want to share any sort of additional response to the chat you can

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do that as well. So i'll pull up our first pull question now.

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The first question is, what would you say is the biggest trend transforming government at the moment. we've got a few categories.

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Would you say it's trying to build more resilient governments? Would you say It's creating more connected governments, would you say it's becoming more inclusive and working to serve all people?

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Or maybe something else, and if it is something else, please do share that in the chat, and I will go ahead and copy this.

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Pull into the chat as well, so you can see it and respond in there.

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If you'd like and I'll give everyone just a moment to reflect and respond to that poll question.

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So take just a minute, maybe. think about your own government you can think about governments.

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You've seen across the world and think. about that biggest trend if you had to choose just one and i'm sure many of us might say all of the above.

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But okay, we've got a few suggestions in the chat as well.

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Sandra says: digital transformation and keeping up, Ryan says, Working in a hybrid environment.

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Melissa says: Remote works a bit about sort of future of work.

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Aaron has more state involvement max's social media impact.

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Olivia says: Digitization, Karina says how to work in a Hybrid Environment injustices, Building Trust with citizens.

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Amanda also says remote work so we're seeing a few a few threads in common in the chat, and let's see if we're seeing these in common also in the poll. i'll bring up these results

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you can all see. So 27% of people say, building more resilient governments.

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This is sort of biggest, trend you're seeing 24% saying created more connected governments and 38% of you.

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So, in first place, is becoming more inclusive and working to serve all people and 11% saying something else.

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And again we've had some really great responses for what that something else might be in the chat.

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I'll pull up now. our second poll question so I know one of you mentioned building trust with citizens.

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That was a really nice little preview to this question.

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How would you say that the covid 19 pandemic has impacted trust in government?

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So would you say it's greatly increased trusting government maybe somewhat increased.

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Trusting Government hasn't really changed anything at all somewhat decreased trust in government, or greatly decreased, trust in government, and do feel free again to share something else in the chat or if you'd like to share any further

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thoughts on on your phone, Please do feel free ryan's also shared a comment that all 3 of the trends from the previous question incorporate into that flex work and remote work which is a great point cella says this depends on which country you're

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asking about really great point as well. So maybe it depends from government to government depends on sort of how the response went.

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You're also just depends on the level of government really interesting decrease trust at municipal and provincial level, but possibly increase trust at that Federal level.

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That's an interesting distinction. There some some really interesting questions.

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Lauren says, reveal the extent of distrust in government, so maybe it's just revealed it rather than sort of changing it.

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Really interesting and i'll pull these results up so you can all see them.

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0% of you have said it's greatly int increased trust in government, which is really interesting.

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11% saying somewhat increased. 12%, saying, No change at all.

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43%, saying somewhat decrease so that's the sort of clear winner here, and 24% saying it's greatly decreased trust in government, and that a few people saying something else So range from it it depends from

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country to country. It depends from level of government. depends on citizen groups, so it depends on on different factors.

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Really interesting. and we have one final poll question for you.

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Has it the Covid 19 pandemic change the way the public understands what government services do with digital services and data.

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So? Yes, no, or i'm not sure so this one just a yes or no question.

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Do you think the covid 19 pandemic has changed the way the public understands what government services actually do with digital services and data?

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And again, if you've got any any thoughts of how it's changed it. You feel free to share that in the chat

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Give everyone just a minute and lots of really interesting responses.

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Again to that previous question, too, a lot of people saying

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In increased polarization. So some people are having more trust, and some are having less so rather than having one response across the board.

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It might depend

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Really interesting comments there. So give everyone just just another quick second here, and then share this response

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Great. So the majority of you 58% say yes, it has changed the way the public understands what government services do with digital services and data.

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Only 17% saying No, and 24% saying i'm not sure.

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So really interesting responses there. Thanks so much everyone for sharing your insights.

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It's always really helpful to sort of learn a little bit more about what everyone's thinking about the topic before we really dive in.

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So I'll tell you just a little bit more about who you'll be hearing from today as Robin mentioned. We've got 3 brilliant panelists with us. So first we have William Eggers who's responsible for research and

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thought leadership for Deloitte's government and public services industry practice, and as advised governments around the world.

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He's an internationally recognized authority on government reform. A columnist and best-selling author of numerous books, his books have won numerous awards, and his commentary has appeared in dozens

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of major media outlets, including the New York Times, Wall Street Journal, the Washington Post, the Guardian, and the Chicago Tribune.

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We also have with us Mahesh Kelkar who's the smart city's research leader at the center and focuses on understanding the impact of technology, innovation and policy on the future of cities other than smart cities.

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He researches and writes regularly about trusting government, digital connectivity and equity, transportation and broader government trends.

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So a lot of things we've already been seeing in the poll and in the chat.

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And finally last, but not least, we have Barry Lowry who's been the Chief Information Officer for the Irish Government since April. The twentieth, with the primary task of taking forward the government's digital

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agenda. This includes developing use of shared services. digital.

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to digital services and data to better serve the people of Ireland and ensure that Ireland is well placed to influence an example.

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The eu's digital ambitions. for 2,030 Barry is also the chief pfizer to government on all digital matters affecting the State and its citizens. So a really brilliant lineup, we have here and without further ado

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I want to go ahead and hand it over to Bill and Mash to tell us a little bit more about this Government trends.

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Report a little bit about your work at Deloit. Great.

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Well, thank you so much, Helen, and if we could get the slides up.

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That'd be wonderful it's so great to be in front of all of you.

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I and seeing where you're all from reminds me of a lot of trips I've taken over the world.

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I've been doing government reform now for for more than 3 decades, and

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That has taken me to all of the countries here with all the Canadians online.

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I was joke when I go up there that I should be an honorary citizen, because prior to Covid I was doing about 30 speeches a year in Canada for the last 15 years.

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So I know all the provinces and so many of the wonderful public servants up North, and in terms of the what's interesting about the trust and government piece.

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So we've been we've been doing deep dives on this we've produced 12 studies just in the last year or so alone.

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On this we've surveyed citizens government officials others on this and

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The interesting thing is at the beginning of the pandemic.

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You actually saw trust in government reach its highest levels that we've seen in decades, and especially in those countries that were handling it very well, us. not so much, not a not a big surprise.

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There. but then it really did fall all the way back down again.

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Within about a year to lower than pandemic trust levels and all sorts of reasons for that.

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Some people have mentioned on the chat the communications piece and there's a lot of other elements to it, and the last 2 government trans reports really did focus a lot on the impact of the pandemic on government today.

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But let's move to the next slide and i'll tell you just a little bit.

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Our center for government insights. it's fairly unique where we're global in orientation.

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Hashes in India. We have team members who are in Canada.

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And we have folks who work with that all over the world.

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Right now, where think tank really within the world's largest professional services for enjoy right now is about 375,000 people around the world, and 50,000 consultants around the world.

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Were just focused on governments 50,000 people really focused on government.

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It's one of our biggest industries in our center produces about 60 studies a year.

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A government management innovation technology which I think up there with with probably more than almost anyone else in the world.

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At this point we've produced over 400 studies in the last few years, on all of these topics, digital and so on and so forth.

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And really we are here to be a public service very similar to a political working with government officials all all over the world, and really trying to answer what are the toughest challenges Governments are facing today what can we learn from best

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practices, and so on, and what's happening actually on the ground level. So let's go to the next slide and

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This is an example of some of what we call our

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Our major campaign, where in each of these areas we probably have done sometimes dozens of studies.

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Digital government transformation. We just came out with a big global survey on that a few months ago, 2 months ago, a big global survey on the future of infrastructure done a lot of futures work on feature government feature

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regulation We've done more than 2 dozen studies?

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And what does Ai mean in government and in fact We're holding a big conference on that today?

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Here in Washington, but we're going to speak about today's the Government trends report, which is our annual flagship publication this year.

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We were so pleased to be able to team up with a political around the trends is here, and already, I will say, within a month it is at a record pacing level in terms of the number of people who have visited and page

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views and and so on so we move to the next slide I'll give you a sense of over the years since we've been doing this.

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It's only 3 years in but you can see here a number of these themes that we've seen over time. The way we go about this says we start. We literally, start a year ahead of time trying to look at what are some of the major trends we

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call crowdsource a lot of this we we rely on a lot of different surveys and polling and other sort of things that we do at originally.

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We might start with hundreds of different trends, and then keep on nailing those down, as you see.

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When we look at this over time, trust in government being a very big one over the few last few years digital government where we've looked at everything such as digital Id the digital citizen smart government, they ex rapid acceleration of digital government, during

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Covid. And then we look at innovation a lot of things we've also done around human centered experience and how to have a focus on that, and a lot of the work on human-centered.

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Experience, and this year's trends were actually focused on inclusive engagement equity in public services.

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And then, you see, the other major themes being data fuel government, where anticipatory government and a lot of the public private data sharing and then embedding resilience in government.

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And so a lot of the different things that you guys mentioned here have come through one of the big themes.

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I I will say we saw certainly during Covid, and we saw in this report was around public, private, and that connection, both public private partnerships, the explosion and that, happening all sorts of new forms, of the government acting and a

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catalytic role, putting together a lot of what we've seen as platforms between public and private sectors, and linking data up.

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And that is a that's very very big cross cuttings theme that goes across all of these and that's actually the subject of my

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My next book for Harvard business press which is called bridge. builders mastering the art of blended government, and so doing that well, I know when I've talked to folks at a political they've said that this is one of

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them main themes that people are always asking about that and agile governance and and others.

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And so we'll be touching on that a little bit in the session today, and with that if we move to the next slide, and I'll turn it over to my colleague Mesh.

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Thank you, Thank you, Bill. And before we really jump into the Cs report, And what are some of the trends that we have?

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I just wanted to maybe spend a minute or so just talking about the process of how do we come up with this trends every year? So it's a long process.

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It almost starts right after we publish the previous year's report and it's It's almost a year long process where we talk to a lot of our you know, smes within the deloyed network we do a lot of

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scanning that goes on almost through the year. we talk to a lot of public officials from different geographies, and it's almost like we are joining this You know almost like this intelligent machine trying to Look at what's really

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happening in different governments in different regions and different countries and That's how we generally really how we come up with you know the capabilities on the pins that we have this year.

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We had about 10 trends but they're also divided into 3 very high level categories, or you know teams, if you can call them.

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The first one was really building resilience. not surprisingly.

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And again the category that focuses on long term resiliency on you know, of future shocks.

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Apart from the pandemic, there are other disruptions challenging governments.

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Right now, for instance, the technology shifts that are happening.

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Climate change is a big discussion point, economic disruption the current Russia Ukraine conflict.

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That is happening. The supply chain issues these are all putting a lot of pressure on governments, and you've talked about 3 very specific trends.

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In this category, including how governments of climate proofing their missions, you know, bridging the technology related skills gap in the national workforce And again.

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What are the ways to improve the fragility of today's modern supply chains through reassuring and friends sharing the second team.

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Is this really about, you know, connecting for greater value here?

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Governments are really exploring ways to welcome challenges. Right?

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That cross, almost interagency boundaries. So setting up specialized agency structures, enabling daytime information, sharing, you know, fostering collaboration between other stakeholders partnering with global organizations are some of the

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ways which, you know, governments are looking at it. We have seen that a lot in public health post, a pandemic where a lot of collaborations and cross country, you know, partnerships are being formed government does a

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catalyst is an interesting trend in there which really focuses on the role of government in driving innovation.

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And the role of going to really drive not only the funding side, but also encouraging the private sector to drive innovation in certain areas.

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And finally, the last category government for all the people.

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This is where the pandemic has really tuned a spotlight in the last 2 years. Right?

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The whole spotlight on diversity withian inclusion.

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The the category really focuses, on that and we've talked about enabling these digital access for all you know, using targeted communication for inclusive engagement, or, you know, reimagining social care programs to improve the

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delivery, and so on. and there is a very clear focus.

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We see, especially on improving digital access. right? This includes not only making digital connectivity available for all, but also ensuring that there is that it is the affordable.

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And people are adopting digital Oh, as governments are accelerating them. And then inclusive engagement is all about embracing new digital ways of connecting with citizens. you know, developing new you know, new

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platforms, or even using data to tailor communications for specific sites and engagements.

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And we really call this the category of the last mind, because this is where we are Really, The government is delivering the services to the public.

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And this is where we see a lot of trust building that happened and the call between the Government and the citizens.

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With that, if we can move to the next one. just wanted to call out the cob.

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Kind of partner with a political for the first time.

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It was a great partnership, because we really got to know a lot from the network, but also we got some of the voices from the front lines into a paper.

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So we did a whole my text section for each of the trends where, you know, public officials, just like Barry kind of contributed to some of the trends.

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And it, really, you know, told us how some of the trends are manifesting in different regions as well as different levels of government.

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With that, let me pass it on to helen what thanks so much mesh and Bill and that's an excellent segue into who will hear from next?

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Barry, I want to go ahead and turn it over to you to maybe make some observations on these trends.

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Tell us a bit about your involvement any reflections you'd like to share.

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Sure. Thanks, Helen. Good morning. Good afternoon. Good evening. Everyone from Dublin, Ireland.

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Well, I guess I I've worked with a political before and a political contacted me and asked me what I like to get involved in this study.

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And actually, as time went on, and I saw how the trends were developing, I was quite staggered at high closely.

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Most of the matched my own experiences of the last couple of years.

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I'm thinking of specifically tram 4 which is a bite linked up government, and the fact that Silos, in our response to Covid, had to be taken dying, and we had to work collectively as a team and in

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fact, in Ireland there was a multidisciplinary task force setup to deal with all aspects of V vaccination from delivery to storage to the vaccination certificate the other end of it

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and so on. So that was very much our experience. data field government

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The fifth trend. real understanding developed during Covid of the value of data, and how you represent data and how you use it.

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So one end, making sure that people get the proper vaccination certificate.

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But on the other end that we were giving really clear information to the public about what was happening with Covid, where it was occurring, and we used them for graphics and specially related data represented and mups.

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And so on. To really make the message is clear, and then how you would get a vaccination and all of those things.

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Government as a catalyst Trans. 6 we started really exploring how we could use technology, a new technology in Ireland to help in the fate against Covid.

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And so i'm specifically thinking about our contact. tracing up, and the whole process of producing a digital covid certificate which I can talk about later.

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But then also, transit and 9, where you really start to understand that when circumstances force government to be digital first, then the 2 tier society between those that are quite comfortable with digital and of the technology.

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And those who aren't becomes ever more clear and just just to give a a very simple example.

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Our contact. Tracing up we we, we work with Apple and Google, but on the apple side.

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Even if you had an apple phone if it wasn't within a certain e 3, and you couldn't make the output effectively.

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And so we were seeing, even with people who thought they had a smartphone.

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There was, there was a different and on high successfully up good work.

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So all of those things really resonated, and I was very happy to take part in this study, and very happy then to take part in this discussion this afternoon.

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Thanks so much, Barry. really great to hear about your experience, and also about some of those more specific trends.

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So there's there's already been lots of great discussion going on in the chat, and lots of really good questions coming in.

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So we've got around sort of 25 min, or so to get through as many questions as we can.

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I want to turn I know Bill you've been sort of answering some of these in the chat, but I just wanted to highlight.

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There were a couple of questions, I think, about the sort of methodology. so asking about sort of whether you're doing this on kind of an evergreen basis, or sort of reevaluating each here, and there was I think another question

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about sort of the the kpis. You use it, and sort of how this this changes from your tier.

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Bill, I just wanted to see if you want to add anything or maybe highlight anything you've answered in the channel ready?

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No, I mean, I think the the the important thing to understand about this is this is a qualitative exercise as opposed to quantitative, and so we we have a lot of tools that we use to see a social listening tools, and variety.

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Of tools like that to see what's most on the mind but at the same time.

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What we're incorporating into This is we are constantly doing.

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Surveys of Government officials all over the world so in the last 12 months or so.

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We've done. surveys global service on ai and government on digital government, on the future of infrastructure on trust and so on.

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So we're bringing a lot of that sort of knowledge to bear also, as we're doing trends as well as the literally hundreds of interviews we're doing each year with with government officials.

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And so, but when you look at it from kind of an evergreen perspective or others, the reason why some digital government acceleration during Covid we addressed in a in a very big way in the last 2 trends

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reports. and so we weren't going to address that necessarily again.

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But what we looked at this time is this big rise in, as hash said, digital access for all inclusive engagement.

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And the movement really of focusing on equity in the digital government sphere.

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Now another. So another thing when we, when we look at that way, is we are a big sort of trend we see right now in digital government is around life events or moments that matter organizing government services along those lines some great things going on in the

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Uk and Australia and Canada, now in the Us. and certainly throughout Europe, along those lines.

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And while we talked about it, in the last one we'll be doing the deep dive, and that'll likely be in next year's trends.

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Also. Thanks, Bill. really helpful hopefully. just in mind you've had your your questions answered there.

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I wanted to turn to one that was asked in the chat in mesh. I know you've already kind of touched on this, but I wanted to give you the chance to expand.

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So now, i'll ask is the work on digital access for all also addressing ethics and privacy considerations as well as equity and accessibility.

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Options to allow for options to receive services in person for those that need it. So Mesh wondered if you wanted to add anything there.

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Right. and let me talk about and that's one of the reasons why we started with the evolution of trends right? because if if not in this year's trend, we have covered privacy, and you know ethics issues in our

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previous year transport, because these are these are more progressions that we are seeing.

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But in this year's report the you know the digital access for all really focuses on 3 very big areas.

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One is, How do you improve access to digital connectivity? right?

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And this is where we really are talking about how we improve broadband connections.

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How do we improve? You know, connectivity to Internet, and so on.

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And again, it's not just about making these things available right because it's also about making them affordable for people, and also improving the adoption of some of these things in the citizens.

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The second thing we have really talked about in that is the whole focus on design.

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And really, you know, designing these digital services for people.

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Are you kind of looking at? What are the pain points? Are you really building these services to make sure that you're looking at the disadvantage?

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Population groups. And so on. and finally, the digital infrastructure that really, you know, kind of enables a lot of this equity. But very good example, for that is from India through the Arthur program. right? So it's it's a very

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digital heavy ecosystem, but it still allows people to access services who who may be do not have it access, or who may not have a mobile phone or a smartphone as such.

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So these are the kind of things that we're talking about the governments need to think about, not only the digital connectivity part, but also how do you design that digital infrastructure in such a way that you're not leaving out people

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who do not have access to how many of these things

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Who was one of the co-authors of nudge which hopefully everyone's heard of.

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Red His newest book is called Sludge, and what sludge is really all about is looking at a lot of it is on government benefits programs and others.

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And how do we reduce a lot of the friction and involved in that?

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Or what is calling sludge, which makes it so difficult.

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Sometimes to actually access those services or access. The mental health care system which is, can be so.

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Byzantine, and literally by focusing on the user experience, by focusing on different customer segments.

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By focusing on that, you can, you know, make a big difference.

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A great organization called Code for America, which i've worked with a lot over the last decade, or so you know, they they took a food stamp form in California, which was 50 pages, and just by using the principles of modern digital

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of simplicity and user friendliness. and so and they're able to reduce that down to about a page. And so we're seeing a lot of examples of that.

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So the equity issue is moving increasingly, really, into the digital services and digital transformations.

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Here, and we're seeing a lot of that fusion occurring right now.

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Thanks, Bill, that's really interesting barry I wanted to bring you in on this, because I know we talked a little bit about some of the work that you'd been doing on on contact tracing and on that kind of trade-off

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and and privacy, and then in ethics and in inclusivity as well.

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Yeah, I mean there there's a couple of things I want to say on this first of all, in the whole inclusivity piece.

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What we've been trying to do. in ireland and our communications is really trying to explain to the public. the digital government ultimately can be a benefit for all.

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And what I mean by that is we've got a target that by 2030, over 90% of our services will be consumed online, not just available.

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So what that means is for those people who are working, for example, and how are have limited time?

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They can basically connect with government in the evening in their own time But in doing so, what we're actually doing is driving down footfall in our offices, and we're creating availability of resource to spend more time with the 10

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percent to come follow the digital journey. Now, part of that might be assisted digital I'm part of it might be a better face to face service with longer opening ours, moving the service closer to people and So on.

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So we're reimagining the whole government service in light of well, how can digital be a benefit for all?

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And so we're engaging for example with our libraries who are very much up for giving basic training access to technology and helping people follow the the assisted digital journey.

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And so some of the trials we've done and not spears have actually worked really well in terms of privacy.

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What I find is the best way to deal with this is to start with the actual problem.

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You're trying to resolve so in Europe because we use Gdpr.

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The general data protection regulations. gdpr is very clear that when government uses theater it has to use the principles of transparency, purpose, specificity, and time bind.

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And so when you take a problem, the then you can start to look at.

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How do I create a data protection impact assessment to resolve that problem using digital and data and deal with those?

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And so in our contact, chasing up, for example, we we decided we had to make it privacy enabled because the big challenge we could see in some other countries with uptake.

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And so one tree that we made the one you were talking about Helen was that originally we built into the Up that we would leave.

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On location, because the epidemiologists wanted to know where these covid connections were taking place.

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But we actually created down a decentralized up and we didn't collect that information.

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We then published the Dpn. we published the Code, and the whole reason for that was transparency.

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First privacy first and not actually brought a tremendous outcome, because the media who often will criticize government in the spears we're actually saying what they've done is is incredibly open and and forward thinking and in the

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first 2 days we got over a 1 million downloads and active usage, which for a small country like Ireland, is phenomenal.

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So I think the lesson we learn from that is that you've got to be open to treat your ambitions with the needs of of the citizen and other stakeholders.

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And then you've got to be brave about how you move forward, and that, and sometimes not saying no to be people you know, who want to develop the specification.

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But, you know, the proof of the pudding is actually in the eating, and the uptake of our of our app was Mr. Mandus, and the usage was tremendous and continues to be so actually even though we're

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switching off contact, tracing the public want the up to continue to be in use, And we're adding new features, too.

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Thanks, Barry, That's such a great example and and I actually want to use this one also to kind of bring us back to an earlier point.

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That I know. Bills also made a note about in the chat about this kind of idea of trust in government.

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So I know. This came up during the polling questions. Obviously a lot of people said that trust has declined.

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So I wonder, Barry, if you can tell us a bit about how maybe that example or other examples link in with this idea of trust in government.

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And then Bill and mahesh i'll come to you for maybe more general thoughts on that.

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So We were one of the countries, happily, which which seemed to buck the trend a little bit, and that trust in government went up significantly.

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During Covid, but actually has has, started reasonably high in terms of of global competitors.

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So, for example, the recent oeCD trust survey which i'm not sure that even published yet.

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But we've been given early access because we contributed to it, but they talked about Norway, Finland, Ireland, and Iceland being the most trusted countries of those that they surveyed.

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They talked Ireland, scored extremely highly in terms of public's, belief that their data was being used responsibly and in accordance with the law, and so on.

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And I guess you know facts like that come out of high.

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You manage your relationship with your public, Not just in times of crisis, but actually in in normal times, as well.

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If there's ever going to be such a thing as normal times going forward, and I think the openness of the government to the public about what was going on, the the speed of which government took the data they were collecting and made it publicly available

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all of those things helped to build a a trusting relationship between the public and government.

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Now these things don't, necessarily always last and I think the challenge for us is not to get complacent, but that's actually sustain that and build, and what we've achieved, and make sure that we maintain those levels of

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trust. Yeah, i'll just jump in I absolutely agree with barry and then congratulations for Ireland doing so well on the on the surveys.

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We you know there's some other countries Taiwan Did had one of the best experiences in terms of handling covid, so that trust levels are pretty high there and elsewhere.

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But you know, when we've looked at this we said trust can be improved by focusing on really the key elements of trust which are delivering on the promise all the time, and doing it with confidence with the commitment to the

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public which we call humanity interest, and also being done well and well-being and focusing on that. So that's the integrity issue.

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And you want to think about those. And as we looked at we surveyed citizens on this. We looked at all of these through those different lenses.

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And or a couple really important points. Number one is when we so many of the surveys, I think, are a little bit.

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All they do is like they look at trust in government as a whole and that doesn't tell you very much at the national level.

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It really doesn't tell you what do you do to fix it? So what we've done is we really focused on individual kind of agencies, because how a border patrol agency is going to address trust issues is very different

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than a department of motor vehicles and to put those all in the same sort of trust. Buck.

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It just doesn't make any sense you're gonna need to focus on very, very different things.

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And so in all of our pieces, we really focus on that and we've actually grouped governments into what we call the regulated retail the regulator in terms of different sort of groupings of agencies, and then how

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you Address Trust is going to be different. it's also going to be different, Depending on where you are, we'll also say, I agree with Barry that you know, trust is really important to build group during Google good time.

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So I am doing a case. study. on. Edmonton. and Chief Dale and Mcphie, who said Police chief there right now for my my next book, and that's what that's what the chiefly said is that So he went about

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it. He became police chief. It had a long background in in government and the private sector in Canada, and they had some a lot of issues that were faced.

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Of course, all over the world after pretty great murders, and so on, and the policing crisis.

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But he what he did was, He went in there and worked with the communities where there was trust issues that all sorts of forms, and at a very, very rigorous process.

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During the good times before everything blew up. And then, once things kind of blew up all of the rope over the world, there they had that levels of trust that were already built in from building that through and having a system to actually

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do that within our census bureau. Imagine trying to do a census in the middle of covid, which is what they're faced with in 2020.

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What they do is they have hundreds of different local partners that they work with to actually get people to fill up the fence census and deal with all of the misinformation disinformation which we saw a lot of it

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during during Covid and those local sort of organizations who people trust it could be barber shops.

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It could be nail salons. It could be a lot of community groups were the ones that could act as that trusted conduit.

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Because government does it most things today through network so whether it's, contractors, Ngos other sort of partners.

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And so, in order to actually have trust you have to have trust across that supply chain across the ecosystem. And it's so building in a lot of those elements of trust, all throughout those certain partnerships and what we

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call trust networks, hey? And just I I know we have spent a lot of time on the trust question, but just wanted to add, And this is something which we have been researching for the past almost couple of years.

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Now, a lot of times, you know, Government agents is kind of focused on.

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What can we do externally right? But now we have done some analysis of what governments can do internally with their employees, because there is a connection between you know, Government employee engagement and the public trust that we have seen through data and

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so the engagement doesn't really you know translate into retention only. it also translates into you know how government employees kind of work with citizens and constituents, and especially in in agencies which are more you know

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citizen facing in that sense. And we have. We have really seen that connection where you know, if you work on employee engagement, if you work on, you know matching, you know people skills with the mission of the agency if you can work on

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how the leadership is within the agency, how the supervisors are driving.

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You know fairness, and you they're driving that di you know discussions, and so on.

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So all these factors really, you know, kind of focus on how employees can be one of those people, or you know those factors that really can drive public trust.

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You know, in Government Thanks so much mash and thanks. Barry and Bill.

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I I really love that point, Bill. that you made about building trust during the good times, and not actually waiting for a crisis point to have to to retroactively build trust, but rather really working in communities to do that throughout So we've had a few more

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questions, and and quite a bit of discussion also in the chat around sort of future of work, quite broadly.

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So there were some questions specifically about sort of How you've all been managing the return to the office remote hybrid.

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But I think this does, you know, connect more broadly as well to some of these trends of sort of digital access of future proofing labor force.

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So I wanted to get your your sort of reflections on this this digital transformation within the public service, too.

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So So this kind of transformation of ways of working bill i'll come to you first for this

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So I I agree that this does need to be what we call kind of.

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We talk about intentional workplaces or that intentionality.

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I think Brian Bradley I think brian brought that forward is really really important, and and there's no one.

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Size fits all it's going to be different according to the organization.

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But you want to understand. When do you need to be in person with?

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Do not need to be in person. You need to understand how individuals individual play. how they want to interact doing a lot of that sort of work and looking at your design considerations between when you're going to be collaborated when you're going

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to be virtual. And in the study that I did point to, we actually have a whole webinar of looking at that, where we actually look at the depending on what you're trying to accomplish what sort of

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situation is gonna work the best for you between high flexibility, limited flexibility.

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How and what making those choices in a very very intentional way, depending on the nature of the task, whether you're whether you are having an event or brainstorming session, versus whether you're doing remote work and I

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think one of the problems right now is, a lot of this is not done with that level and intentionality.

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We we see some organizations just saying everyone's got to come back to work, and that's not going to work very well.

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We've got a lot of data coming out on the Gen.

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Z: we workforce, and they basically you're not gonna They're gonna leave organizations, or they're not gonna come there for the most part, if they have to be full time in the office.

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They want more of a hybrid situation. They do want to see people and interact with people, but they want to have a lot of that flexibility. and that sort of flexibility is now becoming table stakes.

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And I think that's what's really really important right now as to understand all, all of that, and to spend a lot of time asking the employees themselves how they want to do.

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This, you know, there's a lot of hard things How do you create opportunities for socialization, for networking and mentorship and a hybrid environment doing hybrid well, is actually more more difficult than doing either all in person or

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all virtual and we've all been in these hybrid meetings that felt really wonky in a way that didn't quite work.

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That gives us an idea of that. But We're gonna have to get really, really good at doing Hybrid route.

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Well going forward absolutely. Thanks, Bill. mesh or Barry anything you want to add there as well.

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Yeah, I mean, I actually was at a workshop this morning talking about our future work and how we were gonna organize stuff.

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There's a couple of really interesting things emerging the first thing is that the Civil Service is almost paranoid about what the public perception of it is. and so it's approaching the whole blended working piece as

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well what would get us the least criticism when actually what they should do is be brave, and say it's the rule of any employees to enable Staff to give up their best.

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And this is what we're going to do to make that happen and the other thing that civil service often does is, they try and find the one size fits all approach.

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And yet they've been spending the last 3 and 4 years highlighting the value of our diversity.

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And so you know this idea that just because i'm lucky enough to live somewhere where I've got a place I can call my office that doesn't mean that every employee of the civil services in the same boat, and just

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because I quite enjoy the balance between coming in to work sometimes I'm.

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I'm working from home. If I really want to concentrate in something that doesn't mean to say everyone is like that.

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We all can be at our most productive in different ways.

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And actually, that includes the ours in which you work as well as

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You know where you work as well, and so I think we do.

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You need to rethink about what works best for us and and as I've often said, you know, anybody who works in digital and technology.

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One of the strange things about that is there are times when we all need to be together. You know we need to have the white boards and the flip charts and the nodelets up on the up in the walls Because that's why

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we do development. Now we do agulate our jail with the you know the the teams and the and the and the business in the same room doing user journey maps, and so on.

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So we've got the fine hi We make this work best and that's a complete rethink about what we've always done.

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The danger is that the policy goes for the cf option and we lose talent because that's not the way people want to work anymore.

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I mean. Why, why should someone take a 2 year trip into work dance their emails or write a report?

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You know it just doesn't make sense and so we need to break all this time into activities, and how we organize days and weeks to make us most of effective, which includes actually being least tired and often the best work life

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balance. Thanks, Barry. I think those are some really good specific examples also of how to get it.

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That intentionality that Bill was talking about Mash.

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Go ahead. Yeah. So and just and again just wanted to add something.

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But as we are having discussions around getting back to hybrid and so on, a lot of people sometimes confuse hybrid, the flexibility or name not going to get the flexibility in the hybrid environment, I think

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it's. This is a discussion that needs to be had because people are gonna come back and be gonna learn it's.

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It's more about learning from how it goes over the next few months.

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Once you're back in office and hybrid and flexibility are not mutually exclusive in many cases, so you can still have flexibility.

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But work in hybrid right, and a lot of things that we have seen.

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There are advantages of working for moment as you're working from office, but we want to find the balance somewhere. You know.

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What is that optimal time that you need to spend in office, and you know, work with your colleagues and work with your peers, and you know, how do you get the work done, and not spend all your time in you know traveling and So on

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So there is this discussion that needs to happen it. It cannot be a 100% work from home.

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It cannot be a 100% from office in many cases.

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You know, Beat a, you know, public organization, or even a private organization.

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Thanks, Masha, a really great point that that the hybrid and flex weren't necessarily mutually exclusive.

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Nor are they the exact same thing. so we're in our final 6 min.

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So i'm i'm gonna start moving us towards wrapping up and and as I do that i'm going to ask one final sort of rapid fire question of each of our panelists that i'll do this maybe

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as you are sort of one word or phrase takeaway

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So we've talked about a lot of specifics but I want to sort of zoom out and just ask of all of the trends identified in this Government trends.

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Report. What would you say was maybe the most surprising or unexpected, or maybe just the one that you want to highlight the most for people to sort of take away and reflect on and take back into their own work.

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If you had to just sort of choose one bill i'll come to you first.

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Well, i'm gonna choose one that You know no surprise because this is subject of my next book.

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I I do think the connected government piece is is really, really critical.

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Both across government agencies, across levels of government.

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And and certainly with the public and private sector If you look at, say, life, events and organizing services around moments that matter, and really really trying to create a much better experience for citizens, whether it's the birth of a child or the death of

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a loved one or getting a new job. the things that really impact someone that can be very stressful or mental health event.

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Right now those systems tend to be pretty difficult and Byzantine to navigate because they go across all these levels.

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And for government to be able to do that better and provide really really Amazon like service.

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That's what needs to happen is that the data sharing across organizations.

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You need shared funding structures there's a whole variety of other things that happened.

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With this, but that's I think getting to that point where we'll also see trust increase, because our work is shown that one of the biggest correlations between level of trust and say State and local government, or prevention and local government was actually

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between the experience. people face online when there was government if it's the great experiences they have higher trust.

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If it's a terrible experience it's lower trust and we're never gonna get to that seamless 360 degrees sort of experiences unless we deal with the the silo issue which is so prevalent in So

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many countries today. Thanks so much. Bill such a great point and also really ties together a lot of what we've spoken about today really, beautifully. and mash. i'll come to you next, sure. and I think we'll again

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talk about digital access And there's a reason for that because we we know that the digital acceleration is not going to slow down right?

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A lot of comments are actually accelerating that digital transformation across services and so on.

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And I think it's the governments are at a crossroads because they really need to think about. How do you make sure that people, you know, have that digital access, not only from the perspective of Internet connections and broadband but how do you make

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it easier for people to really make those services accessible in digital and non digital environment, Because if they don't do it right now, the digital gap is only gonna increase And that's gonna add to that whole trust issue with the government in

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in the coming year. So when's just focusing on that one piece, maybe just as your accelerating, how do you make sure that you're bringing us citizens along on the journey, I think that will be important thanks so much

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mash. So we have linked up government and digital access. Barry, What about you?

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What would you highlight? Well, before I said Helena, I noticed that su put in the chat the connected government reimbursing unicorns.

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I I detect the degree of citizens there. Well, what I would say on that is that when we develop their digital covid certificate we had 5 government bodies and 4 private sector partners in the virtual room every morning and every

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evening doing stand-ups, and we built the system in 4 weeks.

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So it can be done when there's a will to do it, and and passive aggressive behavior is is completely real date.

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The trend I would pick is is actually data fuel government. because I think what we're seeing over the next 5 years. And if you look at what's happening in Europe with the did act, and the data governance act the intention

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behind. that is, we won't learn what we need to know and things like healthcare and climate without us all sharing data.

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So if you take one like climate for example government doesn't have the data on that.

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It has some data, but it needs people to contribute data, possibly from their homes.

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It needs the car manufacturers to contribute data from the computers in the cars, and so on.

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And that's going to be a challenge for us all do we all believe the collectively.

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We can draw aions and build policies that we can all sign up to without having the proper data.

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And we've talked about evidence based yeah policy making for years.

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But I actually see we're starting to move the point where we'll see it happen for real and covid, I think, was a really good opportunity to show high effect of that can be so.

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I think that's the trend that's really gonna matter going forward.

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But they're all good, I should say that as well absolutely they are all good.

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Thanks so much, Barry, and thanks so much everyone we're in our final minute.

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So just a few final things. i'll say first is a huge thank you to all of our speakers.

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My hash, Bill Barry. This has been brilliant.

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Really helpful bill has shared a link to the Government trends.

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Report in the chat will also be sharing a link to that in our follow-up email as well as lots of helpful things that were shared in the chat during today's session I know there.

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Were lots of questions that didn't get answered So i'm just gonna post a link to our Q.

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And a So if you'd like to go and ask them there, we can also share them back to our panelists.

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We can share them with other members of the A political community To help answer your questions.

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I want to turn the same question to everyone who's here so share with us your one word.

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Takeaway You're maybe top trend something that's gonna stay with you after the session, and while you're thinking about that. I'm just going to bring up one. final Poll.

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It's just a very quick feedback poll So on a scale of one to 10 rank your agreement with this statement.

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So one mean you completely disagree, 10 meaning you completely agree that this workshop was a valuable use of my time. so very valuable would be a 10 not very valuable would be a one or anywhere in between while you're doing that

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again. I want to see those. what are those one things that you're taking away.

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Maybe the one trend the one word what are you gonna take back to your team.

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What's really resonated with you so i'll keep an eye on the chat for those as they're coming in again.

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The ones from our panelists. We had linked up government digital access and data fuels.

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But again, there are more trends that you can read about in the full report which we will link and share with you in that.

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Follow-up email. So i'm seeing responses come through connected government, trust data, driven government flexible work.

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Lots of really great takeaways equity at the heart that's a really great one.

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Love that as well. perfect thanks so much everyone i'll let you go into the rest of your days as you're leaving.

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If you want to turn your camera on again, give us a wave.

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Send us off. Say goodbye in the language of your choice.

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Please do thanks so much, and hope to see you at another workshop sometime soon.

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Thanks, everyone.