

Digitizing government services and citizen engagement

Thematic introduction

February 17th, 2021



Housekeeping rules



The session will be recorded. Please turn off your camera if you do not want to be recorded



If you have any technical issues, please **contact the WebEx host or co-hosts via the chat or the help desk**



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Before we dive in, where is everyone from?



Digitizing government services and citizen engagement

Mentor cities

Aarhus, Amsterdam, Antwerp, Barcelona, Hamburg, Rijeka

Core Cities

Aix-en-Provence, Arad, Bratislava, Brno, Budapest, Catanzaro, CA Paris-Saclay, Cork, Gelsenkirchen, Gijon, Heidelberg, Iasi, Karlskrona, Las Rozas, Le Havre, Leuven, Logrona, Metr. EU de Lille, Metr. Rouen Normandie, Poznan, Reggio Emilia, Sofia, Terrassa, Thessaloniki, Torrent, Tripolis

Agenda Thematic Workshop: Digital govern- ment services and citizen engagement

17 February 2021



13.10 – 13.30

Welcome

Introduction to objectives

Reflections on cities' progress

13.30 – 14.00

Mentor presentation: Digital government services in Toronto

Presentation (10 minutes) and Q&A (20 minutes)

14.00 – 14:05

Break

14:05 – 14.35

Mentor presentation: Student Engagement at Arizona State University – A Model for the Greater Phoenix Community

Presentation (10 minutes) and Q&A (20 minutes)

14.35 – 15.05

Across both topics: Core city sharing and group problem solving

Core cities volunteer their asks of the expert and mentors on needs, solutions to scale and challenges faced by each city

15.05 – 15.10

Closing remarks

Success factors for digitization and citizen participation: A brief recap

The potential benefits of successful public engagement and delivery of services are even greater than we thought



More trust in public institutions

Citizens satisfied with their experience are 10x more likely to trust public institutions overall¹



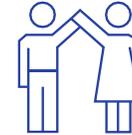
Cost savings for business

Companies save costs through digital interactions with the public administration (e.g., potential of EUR 1 bn. p.a. in Germany)²



Better use of government resources

Public authorities can reallocate time savings to higher value tasks (e.g., ~60% efficiency potential through service automation in Germany)²



Higher employee satisfaction in public institutions

Technological support for repetitive tasks makes public sector jobs more interesting; at the same time, customer satisfaction reinforces employee satisfaction³

1. McKinsey Public Sector Journey Benchmark Survey 2018

2. McKinsey, Public Services, Government 4.0 – the public sector in the digital age, March 2018

3. German Journal of Human Resource Management: <http://journals.sagepub.com/doi/pdf/10.1177/239700221102500108>; McKinsey OHI

What it means to be citizen centric in government

For all levels of government, taking a 'journey' lens to customer experience is essential to improving their overall wellbeing...

Overall wellbeing

Overall life satisfaction through economic, social and personal interactions and relationships

Life experiences

The set of journeys experienced across all aspects of life that taken collectively shape overall wellbeing (e.g., getting married, having a child, going into retirement)

Government service experiences

The set of journeys experienced with each government service directed to improve aspects of life (e.g., getting a marriage certificate, applying for child benefits, receiving retirement benefits)

Citizen behavior is rapidly evolving



Rise of the hyper-informed citizen

Information and choices are at the tips of our fingers



“Any screen will do”

Multichannel interaction is the norm, not something new



Your world in your pocket

Mobiles are the backbone of our everyday lives allowing us to interact and connect to more



Merging digital and physical

Smarter devices and location-based services are tailoring the experience



“Brick and Mortar” experiences polarizing

Shift towards convenience or experiential



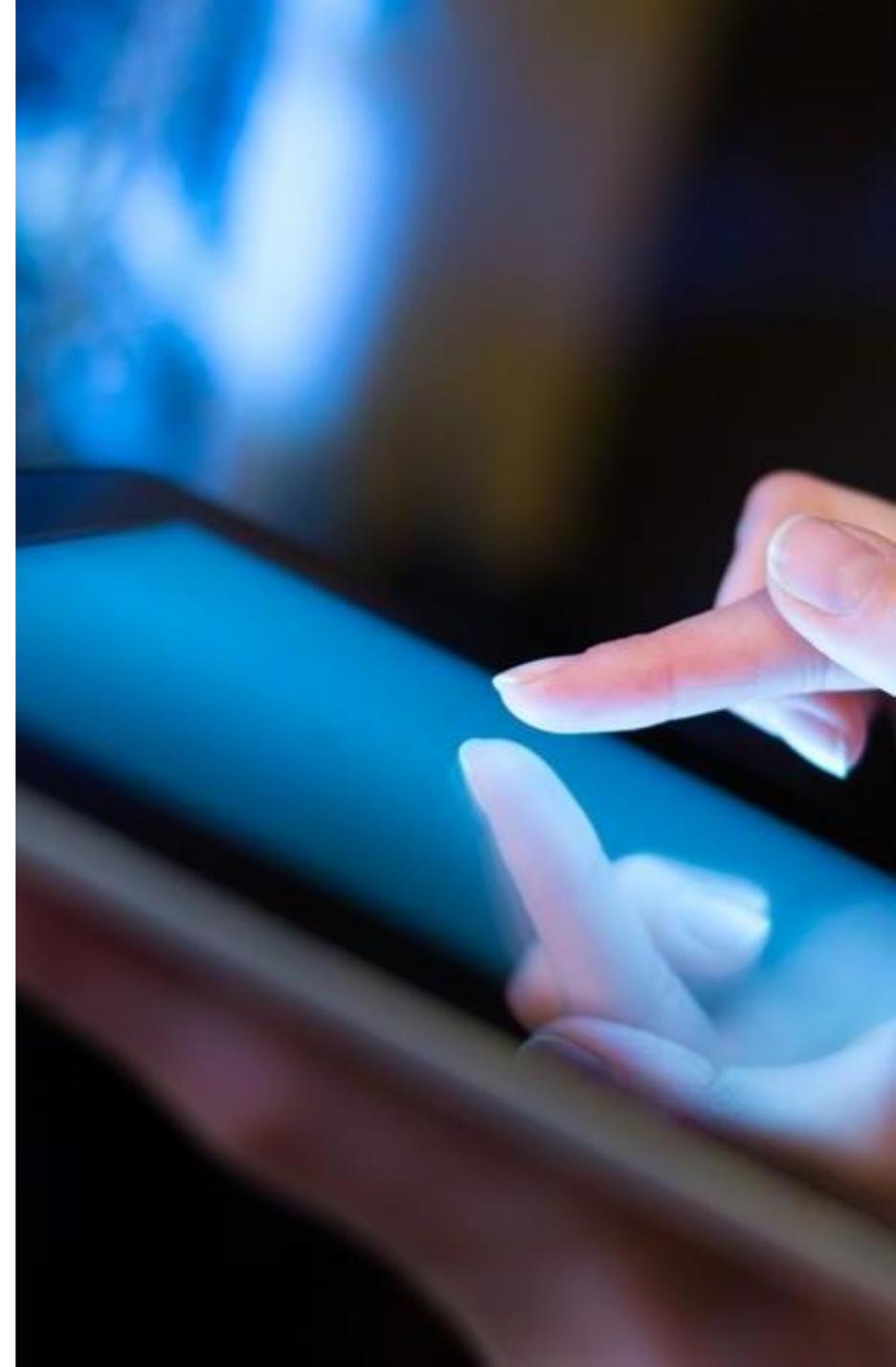
Always on

Citizens expect information, service and interactions 24/7



You can influence the experience

...but not the citizen

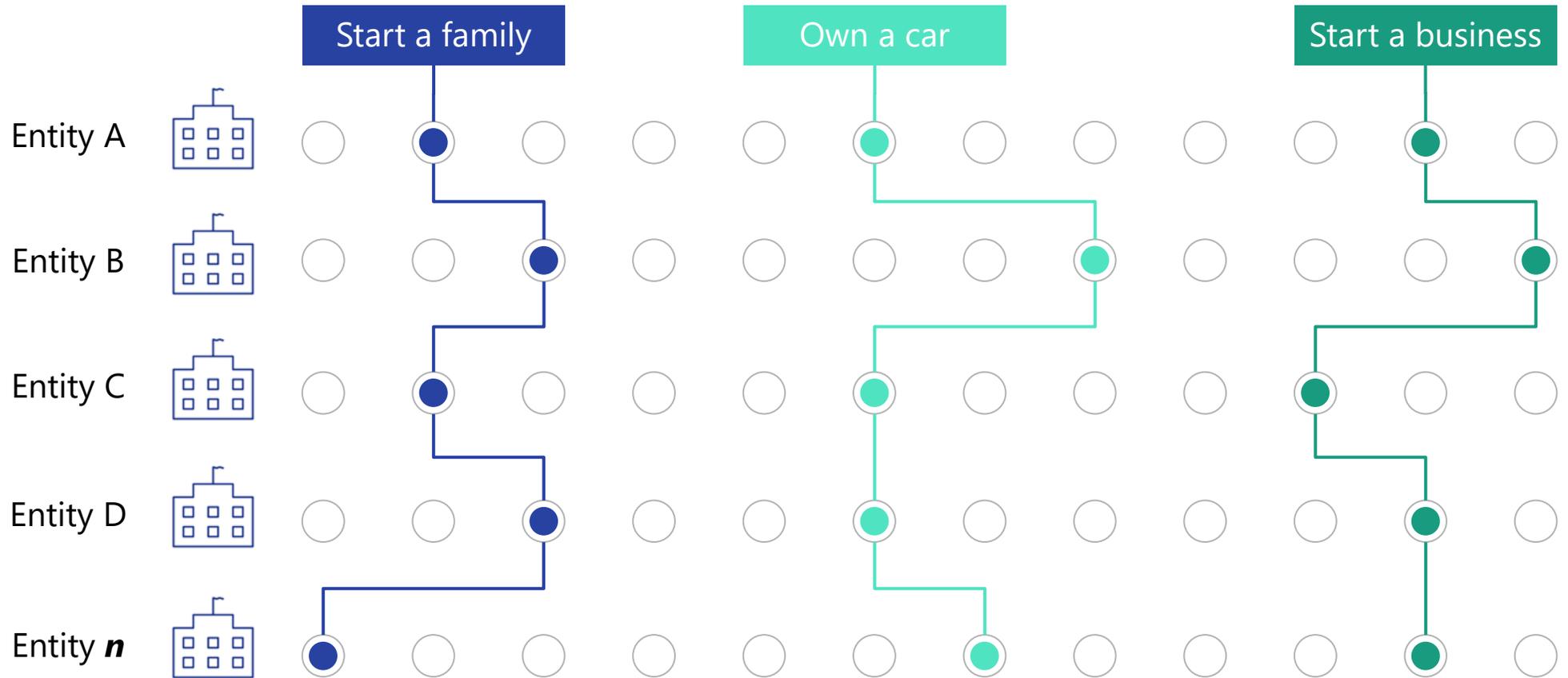


Rather than optimizing thousands of individual services, local governments need to optimize end to end customer journeys

~ 100 Customer-centric journeys

10^s entities

1000^s disconnected services



Digital channels and data can be used to increase citizen engagement and factor in their priorities in policy making

Bogota

Santander

Santa Monica



Goal

Encourage participation, usage and integration of services for citizens

Encourage participation, usage and integration of services for citizens

Gain insight on issues that affect citizens, and work toward their overall well-being



Approach

- Bogota's platform **provides 53+ online citizen services in 8 different areas**: Culture, education, economy, transport, environment, social services, health and households
- Services are also organized by life situation, occupation, role and gender identity, **focusing on citizen needs**

- **Developed a smart phone application to improve communication called "Pulso de la Ciudad" ("Pulse of the City").**
- It allows citizens to report: status of parks, gardens, streets, report traffic, provide awareness of incidents, of obstacles like potholes in roads

- Developed the Santa Monica Wellbeing Index, which **leverages data from large surveys, social media and 20+ departments and statistical datasets** to understand what matters to people's wellbeing
- Used to engage citizens and businesses on community issues



Outcome

- Enabled **2,000+ websites for different Government institutions** over the last 10 years
- Integrated several government institutions such that **citizens can access a whole host of government services through just one website**

- The program **started in 2012** as a pilot but its success ensured that it was quickly completely deployed
- Recently **launched Santander City Brain Eco**, an initiative to make Santander an international benchmark in sustainability. They have **received 2,000+ ideas over 26 contests organized.**

- The index is used to **inform allocation of resources**, shape policies and guide priorities of the administration
- Helped build on existing effort to **track progress on environmental health, land use, economic development and housing**



What happened since our last workshop

What we heard from you in the last workshop:

1. Effective citizen engagement

Cities want to deliver citizen centric and comprehensive services, and collaborate more actively on solutions and policy-making

2. Digitization of government services

Clear split in the group between those interested in digitization of existing services and those interested in the creation of new, primarily democratic services

3. Digital inclusion

City leaders are keen to ensure that the older section of society is not left out, amid all the digital initiatives

What are the top challenges?



Lack of sufficient skills and operational challenges are key challenges across both themes



1 Digitization of government services



Need to clearly define a data strategy and legislation



Lack of digital skills; collection of data; integration of software; under utilisation



Ensuring inclusion of most removed groups; reluctance to use training tools



Need to increase investment, research and development



2 Effective citizen engagement



Lack of experience with new approaches on citizen engagement, leading to under utilisation of new solutions



Lack of public engagement/awareness;



Insufficient digital skills of public and staff



Operational challenges around digitizing data sets, ensuring data security, etc.

Mentor city presentation: Digitization of government services in Toronto

Governments at all levels need to think and act differently to deliver better citizen and business journeys

Traditional model

Governance



Organized by sector/function

Technology



Use technology to improve processes and services

Providers



Act as a siloed monopoly

Talent



Provide life-long and linear career path

Enablers/ Governance



Encourage competition among government entities



Future model



Organized around outcomes and customers



Use technology to redefine the role and interaction (Government as a platform)



Integrate deeply with the private sector from inception and throughout



Endorse agile organization with continuous re-skilling



Foster collaboration and sharing to deliver E2E customer experience



Alice Xu

Connected Community
City of Toronto



Q&

A

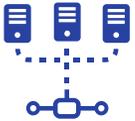


Mentor city presentation: Student Engagement at Arizona State University – A Model for the Greater Phoenix Community

Mayors must balance growing engagement channels to meet resident and business demands



Citizens are increasingly willing to **publicize their opinions around public services**, often with strong feelings about the role played by city officials



The overload of data from several channels makes it hard to **prioritize key issues** and **establish an effective dialogue** with citizens and businesses



The disconnect between city management's **perception of its citizens' demands** and the **actual demands** leads to frustration and public disapproval





City of Phoenix

Chris Richardson

Deputy CIO
Arizona State University



Q&

A



Core city sharing and group problem solving (full group)

What are the most pressing challenges you are facing?



1. Digital skills and talent

Municipalities need to build and acquire relevant technical talent to drive digital service provision and new ways of engaging citizens



2. Ensuring awareness and encouraging use by citizens

Making citizens aware of different tools available for interaction and supporting update of tools



3. Systems design and data strategy

Designing digital services/processes, developing data strategy and governance



4. Synergies with national digital policy and systems

Identifying the overlap with the central government plan and resources to digitize services efficiently and create momentum



5. Stakeholder management

Working with different teams within government and third-party vendors to ensure on-time and within-budget delivery



6. Implementation and execution

Managing for successful implementation on time, on budget, and of high quality

Time for a quick poll



**Please use your computer or mobile device
to visit [Menti.com](https://www.menti.com)**

Use code: 49 82 07 1

Answer the question

What are the most pressing challenges you are facing?

(select any 2)

Which subthemes are you most excited to explore during the ICC?

FOR DISCUSSION

We can discuss ideas on 3 areas



1 The need I have in my city is....



2 The solution I'm trying to scale in my city is...



3 The challenge I face is...

Reflections and wrap-up

2nd ICC City Lab

See you tomorrow at Day 3 of
the ICC City Lab!

We will start at 13:00 CET

Share your experiences with [#IntelligentCitiesChallenge](#)

