

***ELECTRONIC GOVERNMENT AND
PUBLIC SERVICE MODERNISATION:
Experience from the Front line***

**Tony Kieran
Dr. Joe McDonagh
30th November 2006**

Overview of presentation

- **Work/research based on a practical project around joining up service delivery**
- **Set in context of Irish public service modernisation programme**
- **Experience gained reviewed against international practice**
- **Key learning points and conclusions**

Introduction

- **The Public Service Modernisation context - Irish & International**
- **Vision - what Donegal set out to achieve**
- **The building blocks in place**
- **Key achievements**
- **Research informed by practical experience gained over time**

The Context

- **1994** **Strategic Management Initiative, followed by Delivering Better Government & Better Local Government**
- **1999** **First Irish Government Action Plan on Information Society (Reach Agency launch)**
- **2000** **eEurope Action Plan (Lisbon)
Government decision on Public Service Broker**
- **2002** ***New Connections* - 2nd Information Society Action Plan
Social Welfare Act (Public Service Identity)**
- **2005** **Public Service Broker launch**

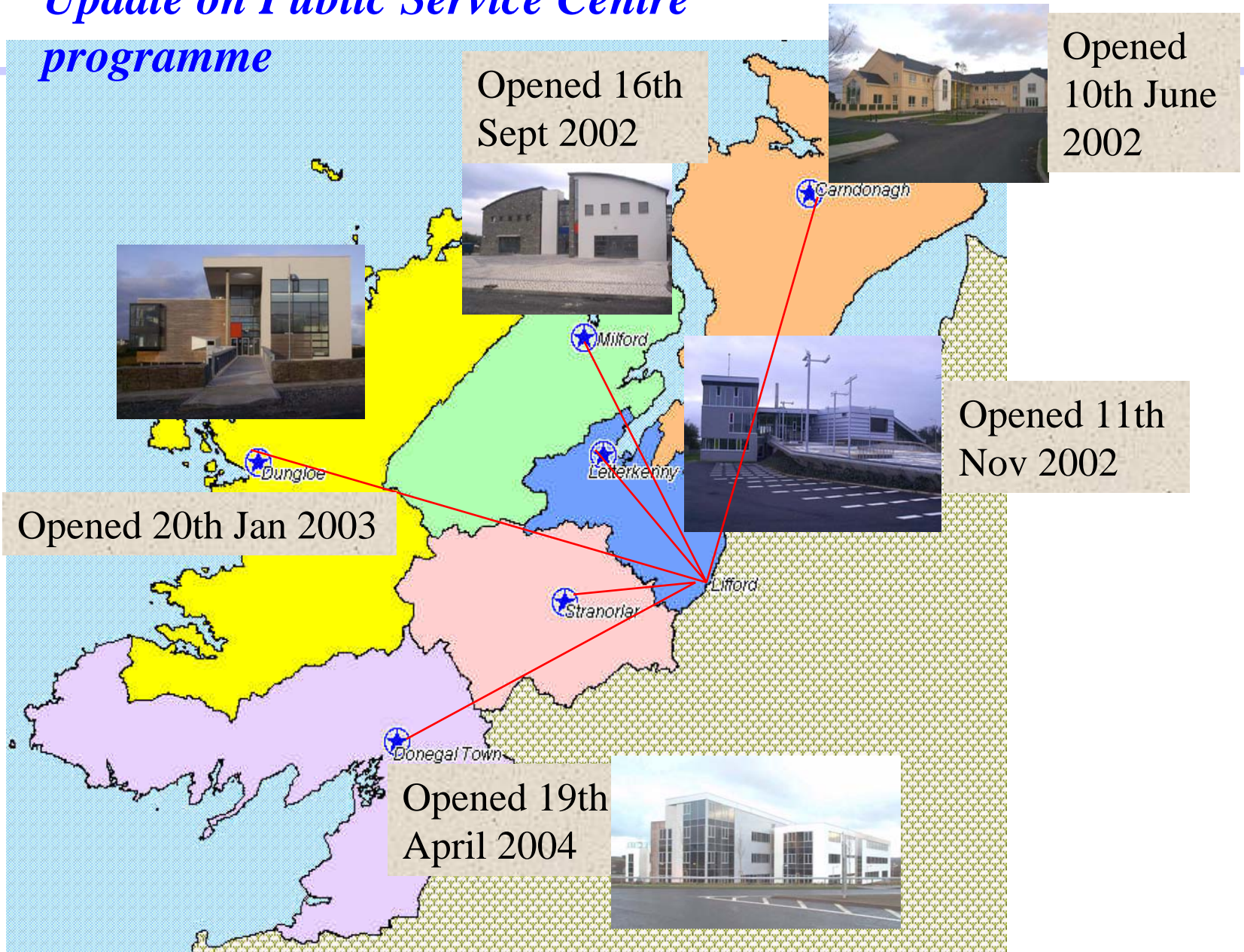
Vision

To deliver a seamless, quality public service to customers and communities in Donegal through a choice of access channels

Implying:

- **The localisation of service delivery & decision making**
- **The provision of a single access point to services**
- **The development of new service delivery channels**
- **A streamlining of public services**

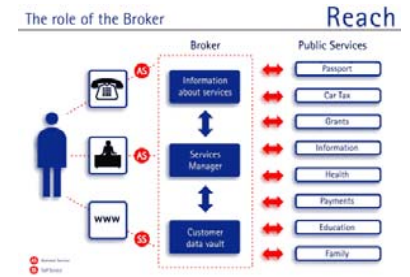
Update on Public Service Centre programme



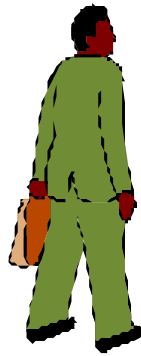
Building the Public Service Centre Infrastructure

- **Five Public Service Centres open and serving their local communities**
- **Independent Information and advice units front each Public Service Centre**
- **First point of contact to services developed using the Information Units and the Public Service Centres**
- **Donegal County Council has localised service delivery and is testing new organisational structure**
- **Agencies relocated and delivering services from the Public Service Centres**
- **Co-ordination of service provision to common customers (referrals, appointments, etc.)**
- **Infrastructure in place to support further initiatives**

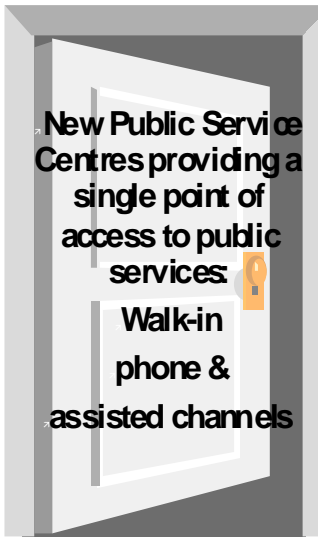
The Public Service Centre concept



Local democracy



Local needs and priorities



- Building services around the customer
- Sharing of resources
- Sharing info with customer consent
- Advice and Advocacy

Service delivery

Independent Information Units

Delivery of Council services

Delivery of services by other Agencies

A gateway to other Agencies

Focus on quality of service



Achievements and further developments

Co-location

Agencies co-locating staff to deliver services to customers.

**Information Units
fronting Centre's**

Co-ordination

Agencies working together to co-ordinate the delivery of services to common customers.

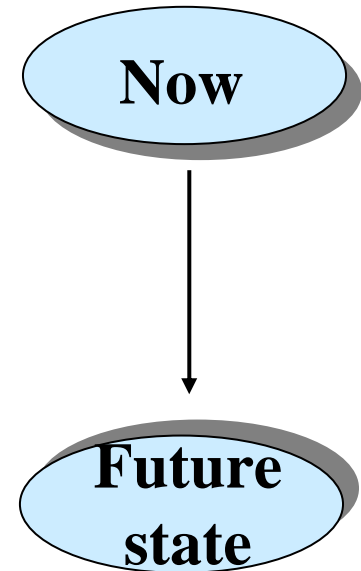
**Cross referral and information
sharing with customer consent**

Integration

Services fully integrated and delivered around the needs of the customer

New integrated delivery entities and channels

timeline



Joined up Public Services - Imperatives

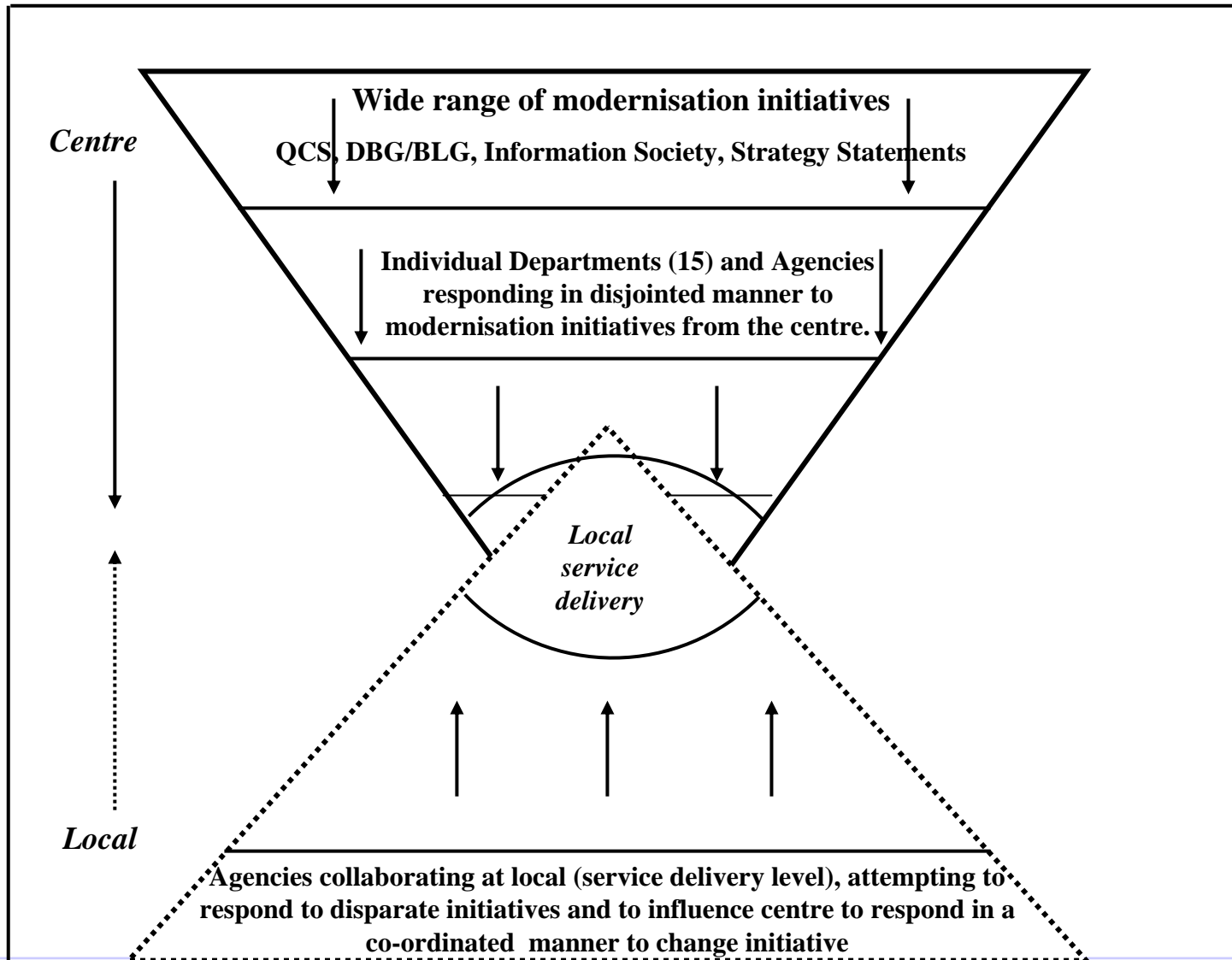
- **The Customer needs to be placed at the centre of any reform programme.**
- **The customer should have a choice of interfaces available, including the option of personal contact.**
- **Services should be joined up, in advance of offering through electronic channels to have most beneficial results.**
- **Real benefits will come from reorganising services and service delivery around the needs of the customer as opposed to the desires or needs of the individual agency.**
- **Leadership is vital, with the need for clarity around roles and responsibilities**
- **Technology is a key enabler, but not the end in itself – the focus needs to remain on the people.**
- **Finally, this all involves a major cultural change and will take time to implement.**

A fully integrated context



(Based on Lovelock, 2001)

The Challenge in Modernising Government 1



The Challenge in Modernising Government 2

- **Developing local service delivery mechanisms to match National strategies**
- **Synchronising development of all aspects of service delivery**
- **Co-ordination of activity and effort across a range of Agencies and levels of management**
- **The customer - identifying the customer's needs and organising service delivery to meet them**

Key learning points

- **Co-ordinated service delivery in Donegal has made a difference - Integrated service delivery remains the goal**
- **Valuable knowledge and experience gained through the project on issues involved in service modernisation**
- **Imperatives distilled to support service modernisation**
- **Frameworks developed for use in Public Service modernisation setting**

Conclusions

- **Progress has been made in many aspects and areas...**

...but, the key challenge remains the co-ordination of activity on Public Service Modernisation across all strands and levels

- ***"Modernising Government is a huge change programme on an unprecedented scale"***.

(EURIM, 2002:1)

More Information & Useful References

- **Ireland's eGovernment Programme**

- **Public Service Broker** <https://www.reachservices.ie/>
- **Public Service Modernisation Information** <http://www.bettergov.ie>
- **Department of the Taoiseach: New Connections: A strategy to realise the Potential of the Information Society, Government Stationary Office, Dublin, 2002**

- **Donegal ISD Project**

- <http://www.donegal.ie/dcc/default.htm> > Major Projects > Donegal Integrated Service Delivery Project
- **Virpi Timonen, Orla O'Donnell, and Peter C. Humphreys: E- Government and the Decentralisation of Service Delivery, CPMR Discussion Paper 25, IPA, 2003**
- **Orla O'Donnell and Richard Boyle: E-Government and Organisation Development, CPMR Discussion Paper 28, IPA, Dublin, 2004**
- **Murray Scott, William Golden and Martin Hughes: The Implementation of Citizen-centred e-government: A Stakeholder Viewpoint, CISC Working Paper 10, 2004**

- **Academic Reports**

- **“Leadership in Customer Service: New Expectations, New Experiences” Accenture Report - June 2005 (The Government Executive Series**
- **“The Developmental Welfare State” - National Economic and Social Council, 2005**
- **Dr. Joe McDonagh, Modernising Service Delivery: A Blueprint for Development and Change Report for Irish Government, November 2004**