Designing online social security for the future

- Design Council / LSE - 29th June 2011 -

Jerry Fishenden
Centre for Technology Policy Research (CTPR)
cptr.org
“... to provide better and more efficient services to businesses and to citizens; improve the efficiency and openness of government administration; and secure substantial cost savings for the taxpayer”
addressing the digital divide (c. 2001)

AVANTI project

London, Edinburgh, Stockholm, Milan
PC, mobile phone, kiosk, digital TV

The internet for everyone

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e-benefits are not new

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Guardian.co.uk

**Inside IT**

**Time to claim net benefits**

Rotherham council is reaping the rewards of allowing residents to apply for benefits electronically.

*Michael Cross*

The Guardian, Thursday 29 September 2005

**Article history**

Julie Dean of Rotherham, South Yorkshire, made a piece of e-history last month when she called in at her council to apply for housing benefit. Instead of filling in the usual 25-page paper form, she sat in front of a screen and, with the help of an adviser, answered a short set of questions targeted at her personal circumstances.

After signing the application electronically, it was automatically routed to the council’s computers. At the same time, the system checked whether Dean was eligible for 60 other state benefits.
previous blockers

“How DARE you presume to tell me how to run our services!!!!!”

“We’re not going to let some jumped-up local council deliver OUR services!!!!”
DWP CUSTOMER CONTACTS ONLINE ARE MINIMAL

Source: How Digital Era Governance (DEG), and now DEG 2.0, are changing public services. Patrick Dunleavy, London School of Economics, 2009.
... digital divide?!

51% of DWP customers were online with broadband access by mid 2008...

In 2008 online communications amounted to less than 1% of DWP customer contact – currently it takes each DWP civil servant 4 months to send 1 email to a customer.

Source: How Digital Era Governance (DEG), and now DEG 2.0, are changing public services. Patrick Dunleavy, London School of Economics, 2009.

Box 1 EXAMPLES OF THE USE OF ICT IN GOVERNMENT
- Nationally mandated adoption of ICTs by government departments to improve access to information, reduce paperwork, and require departments to facilitate electronic access (USA).
- A policy of free dissemination/access to government information (USA).
- Numerous examples of electronic services and transactions (e.g., applying for licenses, comprehensive government information) in many states (USA).
- One-stop government shops allowing access to all transactions (such as all necessary permits and licences when starting a business) at one location (Canada).
- IT used for social security fraud detection (Australia).
- Creation of an ‘intelligent island’ (Singapore).
- Smart cards and fingerprints used for access to social security benefits (Spain).
- Experiments in ‘local electronic democracy’ (USA).

Box 2 THE GOVERNMENT/DIRECT PILOT PROJECTS
- Public access terminals giving information about Inland Revenue, Customs and Excise duties, and National Insurance contributions.
- An Internet service (Direct Access Government), providing access to government forms and leaflets relevant to businesses.
- Demonstrator of a comprehensive land and property information service for Scotland.
- ‘Geodata’ project makes available geographical and geological data from 6 different Departments and Agencies.
- An ‘intelligent form’ (notification of self employment) completed securely on the Internet, and automatically forwarded to three Departments.
- A Charter Unit/BT Touchpoint pilot to make Citizen’s Charter information available.
- Benefits information in a kiosk in a rural sub post office.

<table>
<thead>
<tr>
<th>Now</th>
<th>Next...?</th>
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<tbody>
<tr>
<td>30-40 minutes decision on benefits</td>
<td>Instant using policy automation</td>
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<td>40 minute phone call</td>
<td>80%+ online via website, mobile device. Remainder through improved face-to-face/phone</td>
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<td>1 hour face-to-face identity and circumstances check</td>
<td>80%+ automated check using new ID &amp; personal data model</td>
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<td>Face-to-face sign-on process</td>
<td>Online (web, mobile) for trusted claimants</td>
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Adapted from: How Digital Era Governance (DEG), and now DEG 2.0, are changing public services. Patrick Dunleavy, London School of Economics, 2009.
E-Government efforts cannot achieve our citizen-centered strategy by just putting current processes on the Internet.

The Underlying Issue: The Business Architecture That Isn’t

E-Government Cannot be Accomplished by Maintaining Business as Usual

**Unify**

- e-business/e-government will integrate “islands of automation” while providing a secure environment and protecting privacy

**Unify Now:**
- Within lines of business (across agencies)
- Empowering employees

**Unify Next Year:**
- Across lines of business
- Across agencies and levels of government
- Empowering government’s customers

**Simplify**

- We must simplify business processes to maximize the benefit from technology

**Automating the past has no benefit:**
- Must use advances in IT and redesign process with new capabilities in mind
- Must take advantage of newly unified information flows

**Result:**
- Processes that will be faster, cheaper, and more effective

While working within available funding and using an e-government fund for seed money

The future?

Your Benefits Payment for June is: £87.56

It is brought to you this month from the taxes paid by:

1 working single parent
2 pensioners

Your lifetime benefits received to date total: £34,698.87
# Childcare: Select your Seller(s)

Providers of Home Childcare available to travel to HA6 7XY today between 14.00 – 18.00. Change.

- Available: 23
- Selected: 1
- Total cost: £27.88

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Display by: ☑ Market Levels ☐ My Ratings

Show: ☑ Rate per hour ☐ Assignment cost

Source: Slivers-of-Time (www.slivers.info)

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making it happen

• er, how about …. … talking to the users …?
• design from the edge-in:
  – re-use existing commodity infrastructure and services wherever they exist
  – re-use the agile approach that has worked in major private sector systems, and make smart use of specialist SMEs working with domain matter experts from the departments
  – stop building new central Govt systems: build new “Egg”-style systems outside of the silos of the public sector and ensure they provide open platforms
  – ensure consistent, strong privacy, security, capacity, resilience by default et al designed in from day 1
• ... ensure Ministerial/policy intent is carried through
  – policy automation will enable dynamic modelling of, and changes to, taxation and welfare
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Jerry Fishenden
Centre for Technology Policy Research (CTPR)
CTPR on twitter: @ctprorg
Jerry on twitter: @ntouk