

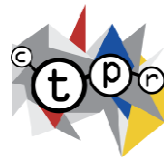
Designing online social security for the future

- Design Council / LSE - 29th June 2011 -

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1996

RESTRICTED - POLICY

Government Direct

A Prospectus for the Electronic Delivery of Government Services

FOREWORD

by the Chancellor of the Duchy of Lancaster and Cabinet Minister for Public Service

Over the past 15 years Britain has been at the forefront of public service reform with the creation of "Next Steps" Executive Agencies and the establishment of the Citizen's Charter and Deregulation Initiative. This Green Paper marks the beginning of a new phase of equally radical and wide ranging reform which will build on the existing programmes.

It will be founded on the new possibilities offered by information technology, and it will learn from the way that these are starting to be harnessed by other governments and the private sector. It will change fundamentally and for the better the way that government provides services to citizens and businesses. Services will be more accessible, more convenient, easier to use, quicker in response and less costly to the taxpayer. And they will be delivered electronically.

These will be better services and they will be different. The purpose of this Green Paper is to explain the Government's vision of what is possible, and to start a debate which will help everybody to get the most out of this new phase of public service reform, by ensuring that the new forms of service are aligned as far as is practicable to what the public wants.

"... 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


AVANTI

Added Value Access to New Technologies
and services on the Internet

The poster features a large circular image of a man and a child looking at a computer screen. In the bottom right corner, there are four smaller circular images showing diverse people using technology.

e-benefits are not new

guardian.co.uk

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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

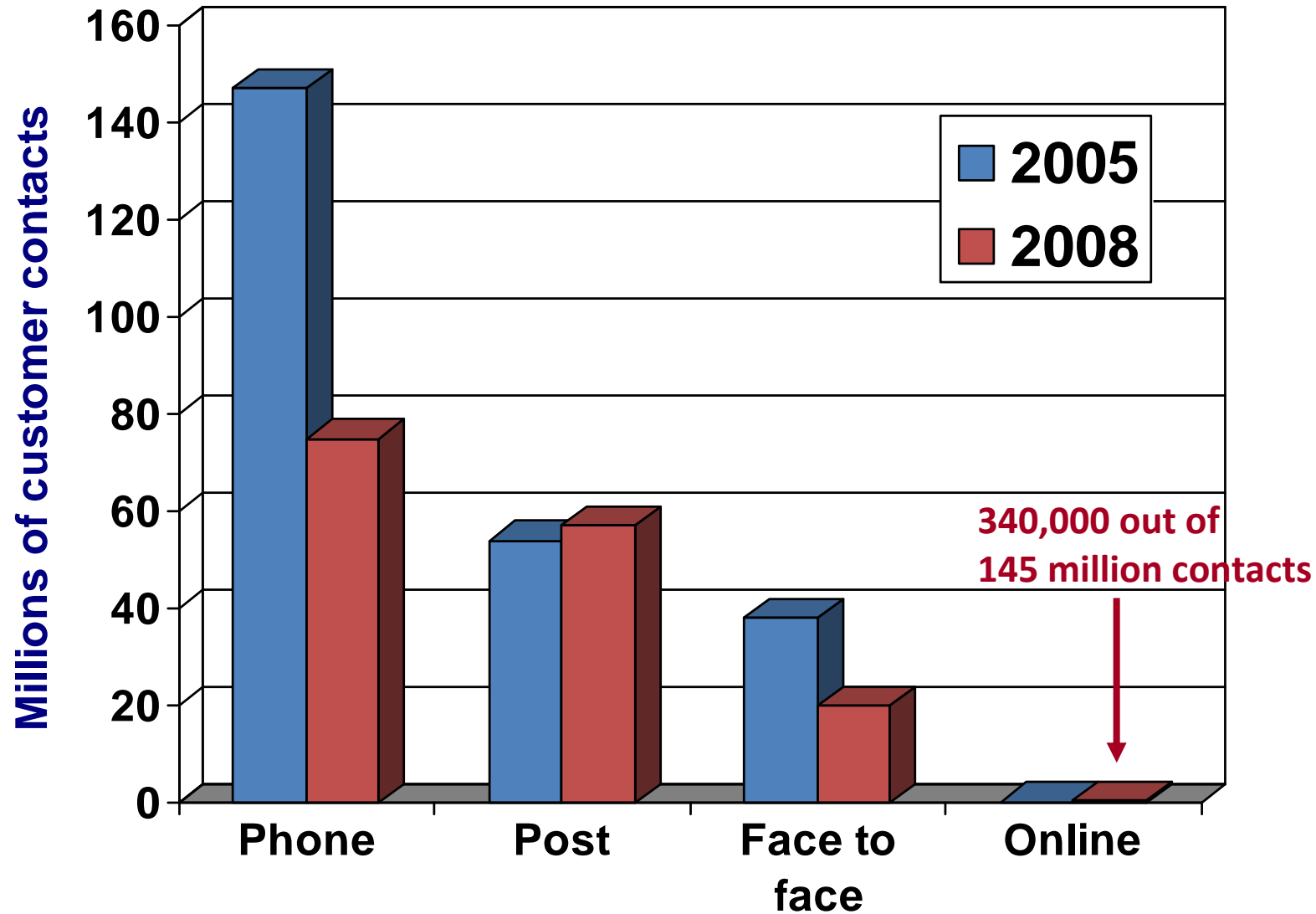


“How DARE you presume to tell me how to run our services!!!!”

“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.

Source: Electronic Government. Parliamentary Office of Science and Technology, Feb 1998.

<http://www.parliament.uk/documents/post/pn110.pdf>

Now	Next...?
30-40 minutes decision on benefits	Instant using policy automation
40 minute phone call	80%+ online via website, mobile device. Remainder through improved face-to-face/phone
1 hour face-to-face identity and circumstances check	80%+ automated check using new ID & personal data model
Face-to-face sign-on process	Online (web, mobile) for trusted claimants

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	Simplify
<p><i>e-business/e-government will integrate "islands of automation" while providing a secure environment and protecting privacy</i></p> <p>Unify Now:</p> <ul style="list-style-type: none">• Within lines of business (across agencies)• Empowering employees <p>Unify Next Year:</p> <ul style="list-style-type: none">• Across lines of business• Across agencies and levels of government• Empowering government's customers	<p><i>We must simplify business processes to maximize the benefit from technology</i></p> <p>Automating the past has no benefit</p> <ul style="list-style-type: none">• Must use advances in IT and redesign process with new capabilities in mind• Must take advantage of newly unified information flows <p>Result: Processes that will be faster, cheaper, and more effective</p>

&

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

Source: "Achieving the Vision of E-Government", John Sindelar, Deputy Director, GSA Office of Governmentwide Policy, November 2001

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

Available	Market level					Selected	
2	6	June James £12.23	Sid Gayle £15.78			0	
2	5	Wai Yin Yee £8.65	Mark Tomms £12.56			0	
3	4	May Smith £6.97	Jane Day £7.09	Penny LeRoy £7.23			0
3	3	Grace Hung £6.56	Julie Ray £6.98	Nancy Marsh £7.85			0
4	2	Jane Harris £6.81	Roy Baker £7.29	Greta Kidd £7.84	Nancy Read £8.30	0	
4	1	Dora Hollis £6.60	Tammy Lee £6.88	Karen Ens £6.95	Bet Manby £9.35	0	
5	Entry level	Mark Finch £6.50	Rob Flak £6.80	Tony Arkle £7.80	Terry Letts £7.80	Sam Parz £7.83	0

Display by: Market Levels My Ratings

Show: Rate per hour Assignment cost

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

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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