Joint Service Delivery in Federations

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The Study

- Report on Joint Service Delivery in Canada,
 United Kingdom, Australia and Germany
- Emphasis on collaboration between national and sub-national governments
- Comparative to extent possible given variations in Constitutional framework
- Focus on areas in which countries are leaders and/or breaking new ground

Methodology

Approach

- Case studies by country of vertical partnerships
 - both national and sub-national levels.
- Data gathered through key informant, personal interviews - chosen by reputation, position in government, the academy, specific initiatives.
- Iterative approach: comparisons and discussion of challenges and strengths of implementation as research progressed.

The Interviews

- 32 interviews January to March, 2011.
- Face to face: Canada, UK and Germany Telephone: Australia.
- Received overview of research questions prior to interview.
- Many provided us with background material from the initiatives.

Questions

- Overview and history, current status, future directions, and leading examples of experimentation.
- Insights on lessons learned, how they saw the future of the initiative and its approach in current context.
- Draft case descriptions later reviewed by interviewees from each country for accuracy, key points, and context.

Context

- Joint delivery a key element in global of public service reform (genesis in 1980's)
- Broad recognition of service quality and efficiency dividends arising from collaboration
- Range of approaches from tentative experimentation (Germany) to disintermediated government (UK)
- Radical approaches raise questions about role of the State

Joint Service Delivery

- Three distinct levels or frames
- Can be vertical and horizontal
- Non-linear. Many countries are successful in one area – none in all three
- 1) Back Office (IT; HR; Payroll; Procurement)
- 2) Transactional Services to Citizens across counters, web portals and phone centres
- 3) Human Services (health, social services, seniors, children, justice)

Mapping the Biography of Public Service Reforms

Implementing



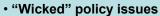
- Transparency
- Integrated Service Delivery
- Accountability
- Back Office Integration
- Results-Focus
- Alternative Service Delivery
- I and IT
- VFM and Efficiency
- Benchmarking Performance

Prioritization and Communication

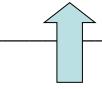


- Strategic HR and Business Planning
- Assessing and building capacity
- New focus on implementation
- Building Policy Capacity

Acknowledging And Surfacing



- Integrated continuum of health and community services
- Innovation
- Leadership



Below the Surface

- Competition in Service Provision (variable)
- · Web enabled democracy
- · Inter-jurisdictional alignment on policy and delivery

- 1. Different Constitutional operations make comparisons between countries difficult
- Germany has tight division of powers
- Canada more permeable
- UK transiting from joined up government to place-based delivery
- Technology is a common denominator

- 2. Joint Delivery enabled by technology can improve service at less cost
- Canada a global leader in integration of back office and front counter services, websites and call centres - and in measurement and benchmarking
- Enterprise-wide IT platforms are important pre-condition for back office/front-counter integration



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2. Joint Delivery enabled by technology can improve service at less cost

- On-line services reduce transaction costs from \$'s to cents
- International trend towards "virtual colocation" -- Canada/Australia with UK leapfrog

2. Joint Delivery enabled by technology can improve service at less cost

- Virtual integration allows one-stop identity validation and integrated service bundles
- Virtual co-location less threatening

3. Joint Delivery Of Human Services

- New frontier client focused and local
- Multiple needs clients; tough issues --poverty, homelessness
- Integrating services to wrap-around clients

3. Joint Delivery Of Human Services

- Joining up ministries, levels of government and communities (Local Connections to Work, Community Budgets, GIRFEC)
- Listening to what communities need, mapping and aggregating service and funding silos (Total Place)
- Use of case managers and system navigators







3. Joint Delivery Of Human Services

Couple of challenges.....

- Long term investments (e.g. children) do not get quick political wins
- Cuts in UK threaten collaborative efforts
- Silos -> move to ministries as funders, policy partners, quality auditors

Trends

- Broad spectrum of joint service initiatives but no common pathway
- Technology/digitization playing larger role (joint counters and portals, virtual colocation)
- More direct relationships between funder and clients/community resulting in disintermediated delivery and funding chains

Challenges/Opportunities

- Leadership from the top
- Variation in degree of political interest
- Laboratory federalism -- but also federal leadership (FPT deputy ministers' table and potential for more directional leadership)
- Multiple layers of accountability
- "Ring-fenced" budgets

Challenges/Opportunities

Human Services Integration:

- Barriers to data sharing
- Incenting locally led pilots
- Flexibility to align budgets with priorities
- Local involvement in policy design
- Pre-existing collaboration
- Building relationships based on trust