Joint Service Delivery in Federations

Forum of Federations – Ottawa
October 21, 2011
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 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)
Implementing

- Transparency
- Accountability
- Results-Focus
- I and IT
- Benchmarking Performance

Prioritization and Communication

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

Acknowledging And Surfacing

- “Wicked” policy issues
- 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

Mapping the Biography of Public Service Reforms

Tony Dean, January 2010
Findings

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
Findings

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
Register your newborn online in one convenient visit:

- Register a birth
- Apply for a Birth Certificate
- Apply for a Social Insurance Number
- Apply for Canada Child Benefits

Now you can also pay with INTERAC® Online
Findings

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 co-location” -- Canada/Australia with UK leap-frog
Findings

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
Findings

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
Findings

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
Findings

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 co-location)
• 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