

JOINT SERVICE DELIVERY: CANADA COMPARED

**Forum of Federations Roundtable:
Joint Service Delivery in Canada and other
Federations**

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BASES OF PRESENTATION

**International Innovations in Public Sector
External Service Delivery (37 case studies)**

- available free at <http://www.iccs-isac.org/en/publications/pr.htm>

**A similar study for Canada's municipal sphere -
Clicks, Calls and Counters: Innovations in Municipal
Service Delivery (21 case studies) - available at a
nominal charge at**

<http://www.iccs-isac.org/en/publications/index.htm#msd>

Examine the case studies

THE WHAT AND THE HOW OF SERVICE DELIVERY

- **Types of Innovation** – what service delivery innovations have there been in such areas as improved access to service, open data? Covers several categories, most of which involve some measure of collaboration
- **Service Management** - how to plan, design, operate, and measure the service delivery regime (e.g. strategies, performance measurement)

DRIVERS OF JOINED-UP SERVICE DELIVERY

I) Increased emphasis on cost savings over improved service

The federal Administrative Services Review “will help us transform our business model by shifting from inefficient, fragmented systems to integrated, whole-of-government approaches that will enable us to improve the delivery of services, while lowering costs”

(Clerk of Privy Council 2011 Annual Report to Prime Minister)

Constrained resources are shifting the relative balance toward cost savings – to be achieved in part through joined-up arrangements

DRIVERS OF JOINED-UP SERVICE DELIVERY

2) Advances in ICTs - foster and facilitate collaboration

- reform of traditional service delivery channels – e.g. from call centres to contact centres**
- new collaborative technologies – e.g. mobile devices (Mgov)**
- pressure for channel integration and migration**
- if services are integrated – easier to integrate the channels providing those services – common data base**

DRIVERS OF JOINED-UP SERVICE DELIVERY

**Predictions re “3rd wave” of digital evolution driven by
3 inter-related trends**

- 1. explosive growth of broadband capacity**
- 2. proliferation of handheld devices**
- 3. emergence of “Generation C” (connected, communicating, computerized, community oriented, always clicking)**

Generation C – the youth segment of the population for whom “traditional boundaries between workplace, education, socializing and organizing have dissolved into a seamless landscape blending physical and virtual dimensions” – implications for integrated service delivery in government

DRIVERS OF JOINED-UP SERVICE DELIVERY

3) Movement towards Collaborative Governance

“[C]ollaboration is becoming an imperative for public managers” (Thomson and Perry 2006: 20).

“We need to insist on collaboration not merely as an ideal, but as a basic design element for government . . .” (Parker and Gallagher 2007)

“If the 20th century was the era of the administrative state, then the 21st century may be the era of the collaborative state” (Koontz and Tomas 2006)

DRIVERS OF JOINED-UP SERVICE DELIVERY

Movement towards Collaborative Governance

Gilles Paquet calls for movement towards collaborative governance where collaboration and effective coordination are the new imperatives and where the most difficult challenge is re-engaging the citizen as a “producer” of governance.

(Scheming Virtuously: The Road to Collaborative Governance 2009)

DRIVERS OF JOINED-UP SERVICE DELIVERY

Movement towards Collaborative Governance

- From New Public Management to Integrated Public Governance**
- Cooperation, coordination, collaboration, convergence and consolidation on the way to integration**
- Integrated Service Delivery**

WE NEED TO REMEMBER THAT

**“Collaboration is easy in theory,
but fiendishly
difficult in practice”**

(Parker and Gallagher – The Collaborative State 2007)

COLLABORATIVE, INTEGRATED SERVICE DELIVERY

Integrated service delivery – governments join up services within and across departments, jurisdictions and sectors

Inter-departmental collaboration

Award-winning US GovBenefits.gov program provides one-stop online access to government benefit and assistance programs – more than 1000 programs from 17 federal agencies. Aims to become inter-jurisdictional as a single source for federal, state, and local government programs.

Canada compares well with its online Government Benefits site and Benefits Finder

COLLABORATIVE, INTEGRATED SERVICE DELIVERY

Inter-jurisdictional Collaboration

The UK's Kent Gateway – actually several gateways in form of one-stop shops in retail centres offering services from County councils and local and national partners.

Services include:

- **Free internet access, payment kiosks, and licencing**
- **Daily surgeries by agencies dealing with such matters as substance abuse, domestic violence, health checkups**
- **Registering a birth or death**
- **Advice on taxes, benefits, planning, housing, social care, libraries and adult education**

COLLABORATIVE, INTEGRATED SERVICE DELIVERY

Inter-sector Collaboration

NIC USA – manages web portals for 25 states and 2 federal agencies, including the State of Utah *website* - operates without tax funding through a public-private partnership

Access Florida – a multi-award-winning Department of Children and Families program - partners with 3200 community organizations to provide one-stop locations where citizens get computer and Internet access to seek information and benefits. Has saved \$83 million per year in administrative costs by freeing up call centre agents etc:

SERVICES FOR LIFE EVENTS

Access – enhanced by organizing and delivering services in “service bundles” related to real-world life events (moving, having a baby) (Exs. - Service Canada home page; inter-jurisdictional newborns program). Reduces delivery costs through online self-service and data sharing

Singapore’s *my cpf* (Central Provident Fund) – a social security savings plan for retirement. Services are packaged online according to life events (e.g. starting work, reaching 55). Citizens see how decisions made at each life event affect overall retirement savings

Denmark’s citizens’ portal (MyPage) – used a citizen survey to develop 12 “personas” each representing a segment of Danish society in terms of life stages. Explains, for example, one’s financial situation at various stages of life

ONE-TIME DATA PROVISION

One-time data provision regarding **changes in life events – citizens provide information only once and governments transmit that information to the pertinent departments**

UK's Tell Us Once – births and bereavements – going nation-wide in 2011 and adding change of address and online channel

South Korea plans one-time data provision for 10 life events (moving, marriage, education etc.)

CITIZEN ENGAGEMENT

“is about turning communication into collaboration”

Increasing emphasis on co-production – a partnership between public servants and citizens that empowers citizens to contribute more of their own resources and have greater control over service decisions

Service professionals in government collaborate with service users, citizens and non-governmental organizations

Ex. – UK adapted the US Nurse-Family Partnership program – enables nurses to meet regularly with high-risk new mothers for two years after the baby’s birth, during which time the mother’s capabilities and support from family, friends and community groups are utilized to foster favourable outcomes

INNOVATIVE USE OF SERVICE CHANNELS – 311/211

- Easy to remember phone numbers providing access to services
- 311- access to non-emergency **municipal** services
- 211- information and referrals for non-emergency **community, social and government** services
- Enormous potential of 311 service – “As a single point of access to mobilize city services, 311 tracks the heartbeat of the city” (2008 Harvard study)
- Extend to provide seamless access to information services from all three orders of government?
Lessons from Germany’s 115?

INNOVATIVE USE OF SERVICE DELIVERY CHANNELS

Multi-Channel Management and Migration

Canada's governments – early stage of development but increasing focus on selection, rationalization, and integration of service channels. Governments need to choose which channel (or combination of channels) is best suited for specific services and customers/clients

Migration to self-serve channels reduces costs and improves service, but citizens still need services via all channels - raised issues of inclusion, digital divides etc:

UK – digital by default – new services designed for digital

INNOVATIVE USE OF SERVICE DELIVERY CHANNELS

Multi-Channel Management and Migration

Denmark - “entirely paperless system”. Surface mail to be eliminated by 2015. All citizens and businesses – digital mailbox for communications with government. Local service centres and call centres to assist. Also digital power of attorney to relatives.

Sweden’s social insurance provider – used segmentation analysis to move many cases to self-service channels

Also Singapore’s *mycpf* – electronic delivery of social security savings plan greatly reduced cost per customer

LOOKING FORWARD

- Longer-term thinking on organizational design and service delivery strategy need to consider implications of greater role for non-governmental sectors
- Anticipated expansion of co-production arrangements
- Syndicated services scenario – predicts much greater involvement in government service delivery of the private and third sectors
- re-emergence of “employee empowerment” theme in public administration to facilitate development and modification of collaborative arrangements

LOOKING FORWARD

Dean-Boutillier – wrap-around services for complex, multiple needs in UK – human services

- Some stirrings in Canada towards integration of health and social services – moving beyond emphasis on transactional services

- New Brunswick's early childhood development centres; Alberta's review of integrated social assistance

- City of Toronto's "Starting in the Right Place" program to integrate employment and social services, including WAYS – online access to benefits for vulnerable citizens

LOOKING FORWARD

Service Strategies, Policies and Guidelines

Ideally, governments should lay out both a strategic vision and an implementation roadmap for improving service – with a channel strategy set within a broader service delivery strategy.

Australia - Access and Distribution Strategy – outlines a whole-of-government service delivery vision and provides resources and tools to enable integrated, multi-agency and multi-channel service. The Strategy addresses key areas of the Australian Government Service Delivery Framework that includes

- a set of service delivery principles,**
- models for planning and delivering government services, and**
- guides for mapping an agency's capability for high-quality service delivery and for multi-channel management**