



ADV CONFERENCE – SEPTEMBER 2022

# Transforming at Scale

How do you modernize  
government?

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# Introductions

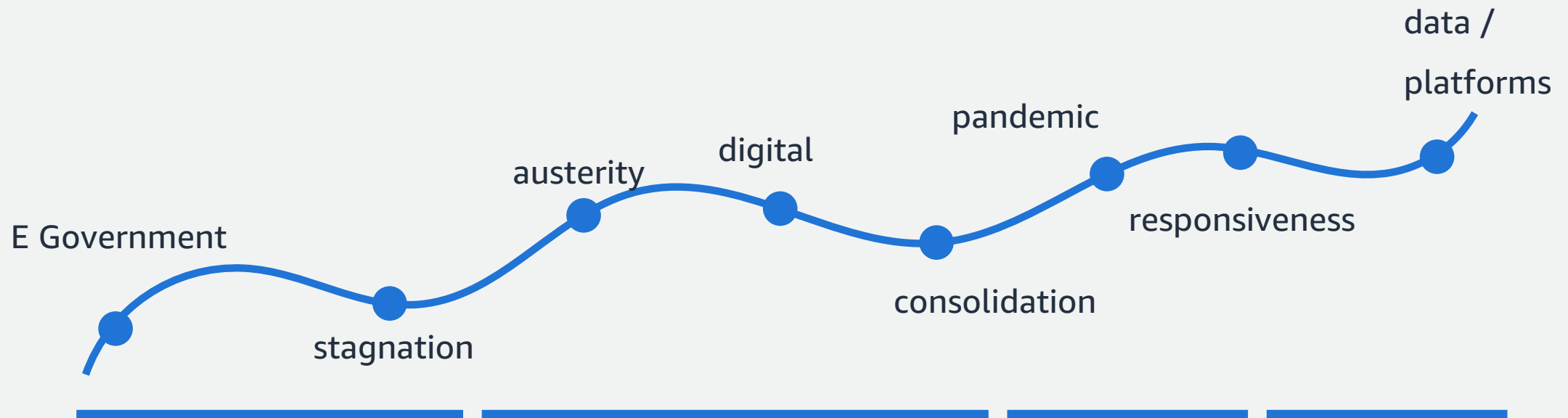


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# Let's get some background data...



## We have been at this a while now



## A quick poll

How digitally advanced do you think Austria's public sector is

1. Leading the world in digital public services
2. A fast follower and willing to experiment
3. Steadily looking at what can be done to modernize the approach
4. Waiting for the market to create new products that can be adopted
5. No need to change – it's government after all



# Building blocks for transformation



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# The art of government transformation

**Ambition** to transform, reform and use a different approach

Clear **leadership** and goals

Establish the means to **buy** modern capabilities

Establish the means to **use** modern capabilities

**Incentives** to adopt and change

Build **Capability** around the culture, skills and processes  
**and**

**Measure** and iterate



## Things that you will need to do

- Establish citizen engagement – user research
- Establish digital and cloud policies
- Establish guide rails – rules that allow teams to be autonomous
- Establish programmatic approach – how the overall structure, goals and reporting will work.
- Establish teams for delivery
- Establish a communications strategy and plan
- Engage with the wider tech, digital, public sector community





**“Cloud computing is key to the burgeoning national and global digital transformation. That’s because the flexibility it provides is fundamental to the responsive and nimble services that people now expect from government.”**

**Una Fitzpatrick**

Technology Ireland Director



**“A new report from Ibec industry association Technology Ireland has found that an increase of 10 per cent in cloud adoption by the Irish public sector could produce economic benefits of €473 million annually.”**

**Irish Times**



## A quick poll

Which of these are really important:

1. Building digital services around citizens
2. Having a different approach to transforming services
3. Changing culture and building capability
4. Measuring what you do and using data
5. Opening up the market – procurement
6. Foundation policies and guidelines



# A deeper dive



## User Centric Transformation

- This requires a product led approach where the products meet user needs. These needs can be based on existing services but the new services are constructed from a user, not a policy, perspective.
- This requires the creation of small autonomous teams who follow the guiderails established centrally.
- Each service is assessed before it can go public.
- Each service is fully instrumented with analytics and these are reported transparently (yes in public).
- These are ongoing product teams, not time boxed project teams.



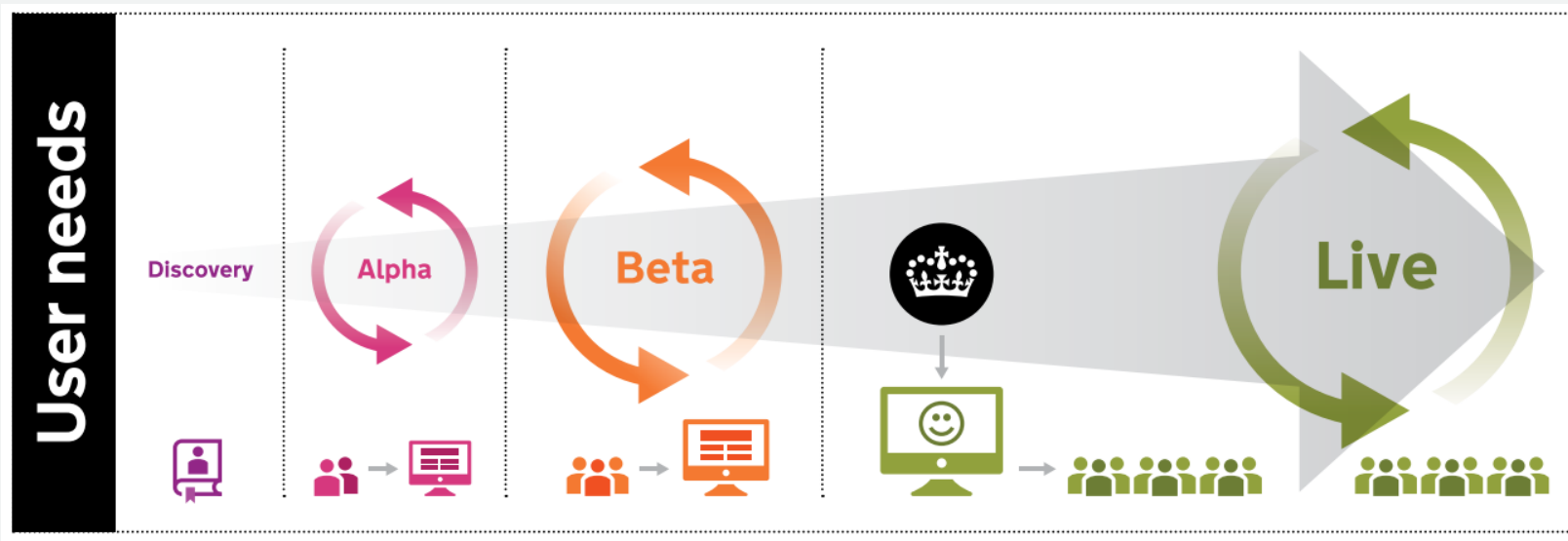
## Multi Disciplinary Teams

- Each team has a mixture of business and tech people, this reduces hand offs and embeds business and technical capability. Key roles:
- Product Manager – business knowledge and focus
- Delivery Lead – agile sheepdog
- Tech Lead – leads and mentors
- User Researcher – voice of the user
- Service Designer- end to end design around the user
- Developers – front end, back end, infrastructure (DevOps)
- Quality Assurances – testing of the service



## Delivery Approach

Each team works to a rapid agile cycle that promotes working code and service in the hands of users. This have been tried and tested in UK public sector since 2012.



# Invert the pyramid to drive delivery

Teams



Guidrails



Goals



Governance Support



Leadership & Culture



## Transformation requires people and skills

- To achieve the desired outcomes in terms of new digital services you will need to define a target mix of roles (with associated skills) along with numbers to support this.
- This is usually not entirely achievable within the organization as it stands. A sensible strategy is to firstly identify the existing staff who:
  - Committed to the vision and have base skills and approach
  - Committed to vision and want to be trained / learn new skills
  - Those who are actively going to resist the change



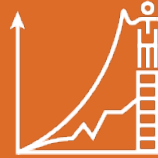
## Augmenting your organisation - partner options

- To support the transformation you will need an influx of new skills. These can be in the form of contractors to provide short term capability and capacity.
- They will work alongside the growing skills base within your organisation.
- Using partners will also bring additional capability and capacity. AWS partners can provide a range of capability from service design, to software engineering to cloud adoption/migration.
- The agenda for all contractors and partners must be set by you. Providing technical alignment and control via governance.





**Cost  
savings**



**Staff  
productivity**



**Operational  
resilience**



**Business agility**

## What is it?

Infrastructure cost savings / avoidance from moving to the cloud

Efficiency improvement by function on a task-by-task basis

Benefit of improving SLAs and reducing unplanned outages

Deploying new features / applications faster and reducing errors

## Examples

50%+ reduction in costs (GE)

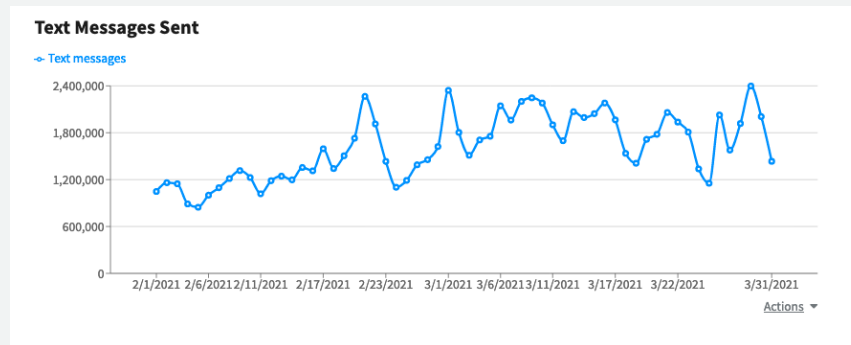
Over 500 hours per year of server configuration time saved (Sage)

Critical workloads run in Multiple AZs and Regions for robust DR (Expedia)

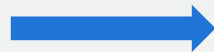
Launch of new products 75% faster (Unilever)



# Using dashboards, being transparent



LIVE DATA!



Total Notifications	Total Email Notifications	Total Text Messages Sent
2.311B	190.53M	376.31M
Total Letters Sent	Total Services Using System	
6.786M	3.95K	

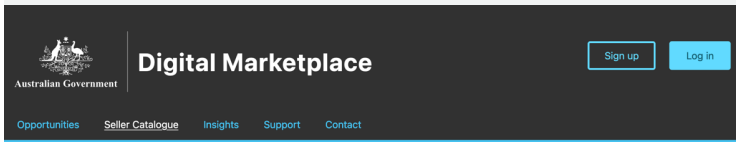


## What makes a good digital framework

1. They are created, launched and supported by a strong engagement program
2. They are easily accessible and understood by buyers
3. They are easily accessible and understood by sellers
4. They are dynamic, refresh every six months
5. They are on a digital platform, not paper based
6. They have common terms and conditions written in plain language
7. They have data classification and privacy built in
8. They are transparent – who buys and sells what is published
9. They have standard and simplified processes to run procurements
10. They are scalable and flexible to cover any potential requirement



## TRANSFORMING GOVERNMENT - SEPTEMBER 2022



9266  
Total opportunities

[View 137 open opportunities](#)

66.8%  
Awarded to SMEs (self-reported)

[Search seller catalogue](#)

\$5.77b  
Total contracted

[See who's winning work](#)

### Using the Marketplace

#### What you can do

[Seek proposals for digital outcomes](#)  
[Ask the market for an EOJ or RFI](#)  
[Hire a digital specialist](#)

#### Support

[Request a buyer demo](#)  
[Buyer guide](#)  
[Templates](#)

### More panels and arrangements

#### Panels

[Hardware](#)  
[Software](#)  
[Cloud](#)

#### Volume sourcing

[Microsoft](#)  
[SAP and Concur](#)  
[IBM](#)



14 Oct 2020

6 minute read

[Increasing transparency and accountability: How Mexico is opening up and connecting procurement data](#)

National Anti-corruption System  
Secretariat, Mexico



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16 Sep 2020

5 minute read

[How COVID-19 has accelerated procurement reform in Ecuador](#)

National Public Procurement Service,  
Ecuador



Discover Unique  
Opportunities to  
Collaborate with the B.C.  
Public Sector.

The Digital Marketplace is a new platform that will help build an ecosystem of innovation and collaboration between tech entrepreneurs and B.C.'s public sector.

[Browse Opportunities](#)



Find technology or people for digital projects in the public sector

[Find an individual specialist](#)

eg a developer or user researcher

[Find a team to provide an outcome](#)

eg a booking system or accessibility audit

[Find user research participants](#)

eg people from a specific user group to test your service

[Find a research studio](#)



08 Jun 2020

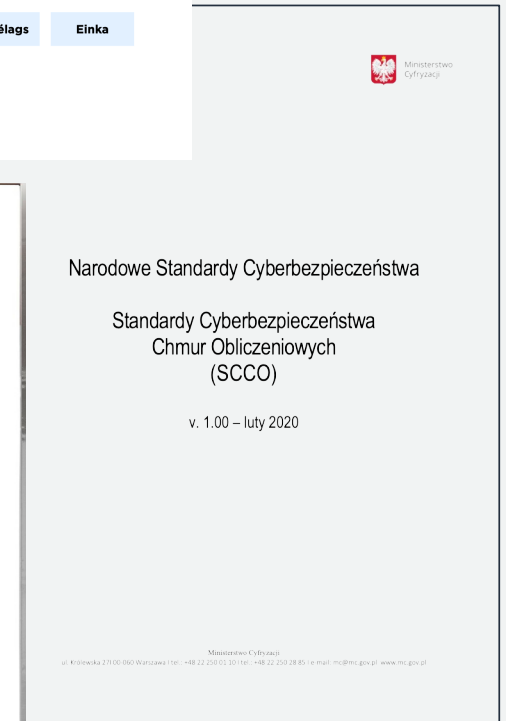
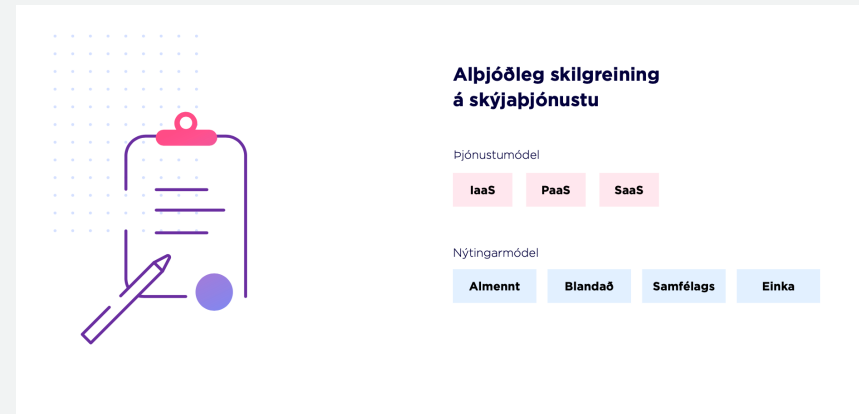
4 minute read

[How New Zealand is using procurement to benefit indigenous businesses](#)

New Zealand Government

## Foundation enablers

- Cloud policy
- Data classification
- Code of Practice and Standards



# What to do next?





## A quick poll

What action can you take from this?

1. Carry on as you are now
2. Look at what other countries are doing
3. Think about your transformation goals and progress so far
4. Find a challenging problem and address it with a small team



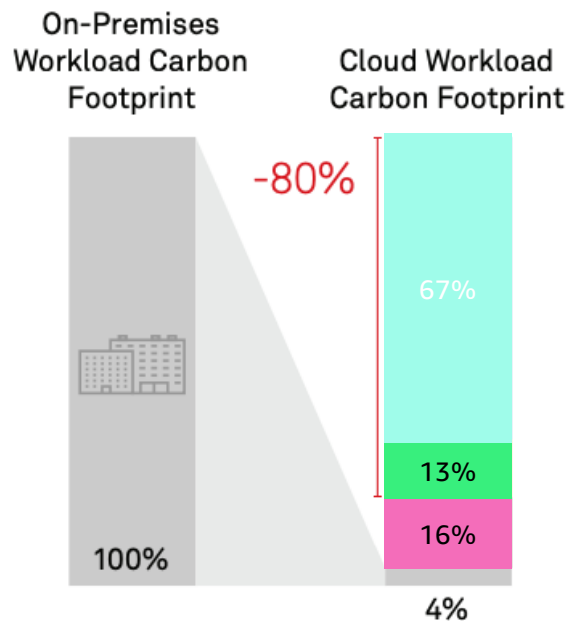
# The 4 drivers of transformation

1. Vision – What's the big idea?
2. Clear benefits – savings, agility, security, growth
3. Executive buy-in – top-level support
4. Momentum – relentless forward movement



# Europe: Carbon reduction opportunity

AWS up to 5 times more energy efficient than typical EU enterprise infrastructure



## Efficiency from Chip to Grid

Source: 451 Research, a part of S&P Global Market Intelligence, Saving Energy in Europe by Using Amazon Web Services, 2021

Cloud servers are responsible for the largest energy reduction, more than 67%, due to being more energy-efficient and more highly utilized

AWS data center facilities account for another 13% reduction by using power and cooling systems that are more efficient, bringing energy savings to 80%

As AWS continues to increase its renewable energy globally, that could further reduce the carbon footprint of workloads moved to cloud by up to 16%



**Digital transformation is not a  
technology, it is a way of  
thinking and operating**





# Thank you!