CIVICA

{ Enabling a new world of
public service delivery

Driving an appetite for change through
technology and cultural innovation

{ Introduction

What we see as 'business as usual' today would have been considered radical just five years ago, and it seems clear that, for all organisations, what is currently considered revolutionary will become the everyday norm in five years' time.

This change will be driven by:

- Consumerisation, personalisation and the proliferation of web-connected devices
- A rapid change in how people interact with and consume information
- A more flexible and innovation focused culture
- Greater automation of digital services to deliver against the transformation agenda
- Continued Government focus on rebalancing the economy and public finances

Tailored public services need to be delivered, or at least accessible, through multiple channels on an anytime, anywhere basis. This will only be achievable by collecting, structuring and analysing the huge amounts of data available.

According to IBM, 2.5 exabytes of data (which is an astonishing 2.5 billion gigabytes) were generated every day in 2012. IDC predicts the figure will have doubled by the end of 2015. This colossal increase is, in part, due to the fact that consumers' lives are now plugged into a myriad of systems, devices and social networks. Not to mention the explosion of the Internet of Things which is expected to grow at a compound rate of 32 percent from 2014-2019 (TechNavio).

We are living in an age where artificial intelligence is developing at pace, and machines are being primed to read and react to your emotions. Wearable technology that can 'read' or at least interpret people's thought patterns by relying on advances in neuro technology is already a multi-billion pound industry. This alongside a desire to provide location and personal-interest based services means that **by 2020 leading organisations may literally be able to 'read' their customers' minds in order to anticipate and deliver the necessary services.** Is this too far-fetched?

At the very least to survive and thrive, service organisations will need to be innovative, able to second-guess their customers' needs while remaining focused on core business.

Okay, so maybe we won't make the impossible possible by 2020 but what we will do is:

- Harness technological change
- Adapt to reduced public spending
- Deliver digital services that meet increasing customer expectations
- Use customer data to change behaviour and interactions
- Reduce unnecessary demand on scarce public services by reducing avoidable contact
- Change the way we think and act

None of this is impossible - the transition certainly won't be easy - but the technology itself will become less challenging the further along the journey we go.

John Hood
CTO, Civica

{ Executive summary

Austerity measures clawed back £21 billion over the last parliament with deeper cuts still on the horizon. With five years of austerity already under our belts, it is becoming apparent that there are fewer quick-fire opportunities to address waste and identify efficiencies. According to the Local Government Association, councils could be facing a funding gap of £9.5 billion by the end of the next parliament.

To deliver the savings demanded by the new Government, align with its goal to permanently shrink the size of the state, while devolving powers to local authorities, at the same time making the 'One Nation' vision a reality, we need to transform the way we do things.

Data driven living is the norm

It's not just the political make-up that is rapidly changing around us. We are living in a digital generation, where data-driven living is the norm. With an exponential increase in the availability of personal data, whether from the proliferation of devices including wearables and household automation, or from social networking and online communications – the challenge comes in making sense of this information and deriving tangible benefits for the end-user.

Driving an appetite for change

Technology has played a significant role in driving further cost efficiencies and making sure that the UK economy continues on the path to recovery and prosperity. At the forefront of this is furthering our digital ambition and commitment to digital public services. This will require improved collaboration with partners across the public sector and with central departments, to deliver smarter services. However, in order to foster innovation and apply effective change, public services need to adapt their culture. This means changing ingrained attitudes of their staff – as well as the way they do things.

The Technology Leaders Forum recently hosted by Civica featured both public and private sector CIOs alongside Civica experts, to identify how we can prepare for tomorrow's digital society.

They identified three clear areas of priority for next generation public service delivery:

Increasing your data IQ	Self-service social nation	Outcomes based intervention

Civica's seminal report, 'The Changing Landscape for Local Government' looked forward ten years. However, for many public service providers, the focus is much more immediate.

"Urgent attention needs to be applied in the next two to three years, with effort focused on driving the appetite for change amongst public service delivery leaders, particularly when it comes to unlocking the barriers for progressive change – and embracing technology, which moves at breath-taking speed. It's very easy to get left behind and lose relevance."

John Hood, CTO, Civica

Increasing your data IQ

Data rich but information poor: public service providers don't suffer from a lack of customer data. In fact they have the opposite – masses of data that is often collected and stored multiple times over. Some headway has been made to use technology intelligently to mine and join-up consumer data to benefit service delivery and pass on costs savings. However, with countless public services relying on multiple systems, there is an imperative to integrate core data – essentially adopting a 'whole area approach' – which identifies and avoids overlap between organisations.

However, organisations have traditionally guarded their boundaries and ring-fenced their systems and resources to deliver their required outcomes. The Technology Leaders agreed the challenge of achieving integration is rarely to do with technology, rather the cultural and political factors at play.

There is a sense that time is running out and public services need to adapt faster. John Hood, CTO at Civica estimates that from a data insight and analytics perspective the last 10 years have seen us progress only 20% of the way through the journey, with the remaining 80% to be delivered over the next 10 years.

The focus should be two fold:

Intelligent data with clear calls for action	Gaining permission to share

Intelligent data with clear calls for action

It's true that when it comes to data, it's what you do with it that counts! The application of data is particularly pertinent in a world where global data levels are set to grow ten-fold by 2020 (according to IDC) and an estimated 171 million wearable technology devices are set to ship globally in 2016 (according to IHS).

"To date, public services have been data rich, but information poor. With £30 billion in savings yet to be found, data insight is pivotal to enabling public service organisations to act smarter, identify opportunities for greater efficiency and deliver services at the point of need."

Steve Shakespeare, Managing Director, Civica Services

171 million
wearable technology devices are set to ship globally in 2016

Five public sector examples to showcase how data is being captured to deliver joined-up, intelligent and cost effective services:

Cardiff & Vale University Hospital Board electronic patient notes milestone: it recently wrote its 10 millionth clinical case note through Civica's Paris case management solution. Each week 32,500 clinical case notes are entered into Paris as well as vast numbers of referrals, clinical assessments and activity data. The significance of having one single source of the truth (a patient's record) cannot be understated. It is now possible to provide better, safer and more targeted care by working across different healthcare teams. Integrated electronic payment records have also been instrumental to placing more care in the community.

Harrow Council wins prestigious 'Innovation in Channel Shift' award: on account of its fully integrated digital customer services strategy. It has a customer account (MyHarrow) which brings together all council services with a single view for the customer. This enables customers to transact with the council, to access their personal data and allows the council to engage with them in a completely new way. The powerful solution delivers both significant costs savings and increased customer satisfaction.

Bristol City Council improves housing services: the council is providing a better service to its 61,000 tenants in 28,000 homes by anticipating demands. Its new cloud-based housing system is enabling housing managers to update tenant records in real-time, which is improving speed of response and releasing backlogs.

NI Direct part of government's Enterprise Shared Service division: tasked with transforming citizen-facing digital service delivery across all of Northern Ireland's public sector. NI Direct realised its vision by delivering next generation digital services to citizens and businesses in Northern Ireland. In doing so the NI Civil Service accelerated channel shift, improved citizen services and drove down costs. Over a 12 month period it reduced its contact centre calls by 25%, attracted over 200,000 new online transactions and processed 50,000 new online payments worth £1.6 million over a 12 month period.

Camden drives transformation with digital technology: this includes sharing data with the Camden Clinical Commissioning Group (CCCG) to enable efficient service delivery and supports effective commissioning and management of care. It also encompasses the creation of Camden Residents Index (CRI) which links over 1 million records in 16 different council systems to provide an integrated view of its residents' use of services. CRI is used routinely by safeguarding and partner agencies who need the latest information regarding service involvement and family information.

47% of local government heads of service and IT directors expect local authorities **will collect citizen data from all interactions by 2020**

Research from Civica, commissioned with Local Government Chronicle (LGC)

Gaining permission to share

It is essential that the public sector takes responsibility for communicating and educating the public's misgivings around sharing data.

In general, members of the public are naturally more inclined to distrust, rather than trust, government organisations. The threat of living in a 'Big Brother' surveillance state underpins this relationship and makes the exchange of information a loaded and uneasy transaction. According to a 2014 survey by Ipsos MORI for the Royal Statistical Society there is a general 'data trust deficit' in the UK. Four in ten of those polled said they would 'tend to oppose' (24%) or 'strongly oppose' (17%) the government sharing anonymised data with companies in order to 'help improve their products and services or develop new services.'

It goes without saying that from a compliance point of view, public sector organisations need to be exemplary. According to the Information Commissioner's Office (ICO) 85% of people are concerned about how their personal information is passed or sold to other organisations. The ICO is calling for organisations to do more to inform consumers about the way information is being shared.

Instances of data leaks in the news are also causing some disquiet. According to Symantec's 2015 State of Privacy Report, almost 50% of UK citizens are worried their data is not safe, with 59% stating they have experienced a data protection issue in the past. Against this backdrop, more emphasis is needed to educate and assure people their data is secure - simply saying 'we use firewalls' is no longer sufficient. Policymakers will only win the public's permission to remain the custodians of their data by showing the lengths public service organisations go to safeguard privacy and prevent data breaches.

In summary, the Technology Leaders Forum agreed that data insights can deliver boundless innovation in public service delivery if there is investment in the technology needed to automate data storage, sharing and analysis, combined with a change in mind-set related to security. This hinges on clearer communications with data owners, changes in attitude to sharing and strong leadership to drive change.

"We're changing the way we do things. With over 300 active systems, the cost of maintaining them is not viable. At the moment we're collecting data multiple times, but we want to get to a point of collecting data once and then push it out to relevant parties as a service."

Jackie Walley, Head of Customers & Education Support, Denbighshire County Council

More emphasis is needed to educate and assure people their data is secure - simply saying 'we use firewalls' is no longer sufficient

Five strategic data imperatives for **public service delivery**

For public services to meet the expectations of this consumer-driven data era, the Technology Leadership Forum agreed five strategic data imperatives for public service delivery:

Openly discuss data ownership: public service organisations need to ensure data ownership stays in the hands of the customer. Communication needs to focus on stressing the benefits of sharing data to the individual, whilst addressing security concerns. Transparency is vital. Looking ahead, it is likely we could shift to an 'opt out' rather than 'opt in' data approach, as seen with NHS medical records. However, for this to work, it has to be combined with detailed information on the end-user benefits if the data is shared, as well as the impact if it isn't, for example by demonstrating how the NHS can use patient data to predict and potentially halt a decline in patient health.

Incentivise data sharing: consumers freely transfer money via their mobile and post pictures and their location on social networks every day. With UK consumers spending an average of 2.2 hours a day on social media, the challenge is to apply this same willingness to share to how consumers engage with public services. A mind-set shift is needed, from the present day where consumers associate data sharing with being chased for taxes, to delivering services they actually want and need.

Learn from international best practice: exemplar programmes need to be shared and acted on. If we look at our Scandinavian neighbours, most data is open and the system works successfully as the benefits of data sharing are clearly communicated and the process is backed by a fluid interface that ensures easy collaboration across organisations at a local level.

> "If you look at Scandinavia, a lot of data is open, meaning you can see what tax your neighbour is paying. This openness has influenced cultural attitudes. In the Nordics they boast how much tax they pay, rather than how much tax they avoid. But in the UK, we have the attitude that our home is our castle, and our data is our home, and therefore ours to own. This fortress is breaking down but it is an ongoing process. We have to embrace an open mind-set in order to drive change."
>
> Stuart Mitchenall, Surrey Chief IT Officers (SCITO)

Openly discuss data ownership

Incentivise data sharing

Learn from international best practice

Use data intelligently

Use your data to benefit customers and generate revenue

Use data intelligently: map out your data convergence roadmap to gain a clean and customised view of your data. Future public services need to use the data available to protect effective service delivery targeted to where it matters most. This is about using data insight to help change customer behaviour to reduce unnecessary demand. There is also a huge opportunity for more integrated data analysis and action by collaborating with other public sector bodies. For years marketers have used tools to drill into consumer data insights and deliver proactive tailored notifications. There is a big opportunity for public sector departments to utilise affinity and predictive services to support local communities.

> 41% of local government heads of service and IT directors are not familiar with the needs of Generation Y or have not yet taken steps to address these needs. The respondents also cited 'knowledge of the citizen and community demands' as the main barriers to technology-based transformation.
>
> Research from Civica,
> commissioned with Local Government Chronicle (LGC)

Use your data to benefit customers and generate revenue: once intelligent use of data is mastered, there is an opportunity to offer service specialisms based on data insights and segmentation, opening up numerous commercial opportunities.

Self-service social nation

Stuart Mitchenall of SCITO comments, "80% of the population's needs can probably be addressed by one model, with the remaining 20% served by an exception model." However, these needs are rarely static, and as quickly as email replaced white mail, social media is fast becoming a communication channel of choice, particularly for generation Y. With one city council listing 89 active Twitter accounts, 42 for Facebook and 6 YouTube channels, it is very clear that the adoption of different channels is moving at a faster rate than public services can support and even capture, to use the data available.

> "From sending wages in brown envelopes through to electronic transfer, organisations have always encountered channel shift. This maturation towards digitally-led engagement will only continue to accelerate further."
>
> Jackie Walley, Head of Customers & Education Support, Denbighshire County Council

The Technology Leaders agree that this won't be an easy battle to win, but with a push towards automation and self-service, and a focus on citizen empowerment and flexibility; public service organisations can make progress. This self-service challenge isn't about further cost cutting and extra demand on frontline services, but rather understanding and meeting customers' expectations and focusing on digital automation and the user experience. It's about changing the way we interact with citizens and changing the way the public consume services. For many citizens, self service equals empowerment - from years of private sector service providers offering omni-channel experiences. Wearable devices seek to interweave technology into everyday life. Public sector organisations may think the wearables revolution is some way off but according to Smartwatch Group, the market for smartwatches alone was expected to reach $2.5 billion last year. And yet according to Civica research with LGC, only 9% of local government heads of service and IT directors believe wearables that support integrated patient care will be common place in five years' time.

However, this shouldn't lead to a proliferation of channels; quite the opposite. Too much focus is applied to future-proofing public services by embracing every communication channel available. In fact, data analysis should help public service providers identify which older channels should be switched off as they adopt new models (for example, by exploring the feasibility of retiring cash payment channels).

The focus should be on citizen engagement to ensure a positive user experience that is tailored to them, no matter what channel they use. This is a key theme in The Changing Landscape for Local Government report, published by Civica in January 2015. The report called for a more integrated approach to services, supported by immediate and convenient channels, available any time, from any place.

"We need to improve the user experience; that's what people really care about. The provision of services needs to flex to how, when and what the consumer wants – exactly as is expected in other service industries. The underlying technology that makes this happen and supports the preferred means of provision is very important."

Richard Jones, Senior Partner, Moorhouse Consulting

61%
of local service executives envisage a future characterised by widespread self-service options for citizens
Civica research 2015

Five steps to delivering **a self-service nation**

Rethink your community approach
- Maximise and open up the facilities and skills available: the IT literate generation, Wi-Fi enabled schools packed with devices, wearables used in Health and Social Care.
- Lots of children have access to a device - think about how these can be used both in and outside of school.
- Remember to serve the whole community, including more digitally challenged individuals. By 'knowing your customer' you can maintain a range and quality of public services with a lot less money in the system.

Consider how to do things differently
- Understand how your channels are used and rethink the presentation of information.
- Denbighshire County Council analysed call centre calls for the police force, and found that a significant number related to who to contact for which issue. By making this information available on the homepage of the website, incoming calls to the contact centre were significantly reduced, generating a saving of £100,000.
- Technological innovations in one area that can also generate multiple benefits in other areas of life. For instance, the latest technology to be deployed in new cars includes collision avoidance technology, which uses 360 degree cameras. This technology could be used for many other applications to help the police investigate crime, car accidents etc.

Focus on what is important
- 90% of enquiries can be answered by 10% of an organisation's manpower – the focus needs to be on automating information availability.
- Take an accelerated approach. Cut out the nice to haves, deliver the basics well, charge for top-up services and become more transformational as a result **(see Civica's maturity model for more detailed guidance: Changing Landscape for Local Government report).**
- Look further at how budgets and services can be pooled between public service organisations to support collaborative working.
- It is about scaling services to your community's affordability level and needs - Generation Y, for example, was not born thinking they have a right to public services, and accept there might be a price point. Generation Y are far more digitally savvy, appreciate opportunities to self-serve and crowd source. They are young adults and new parents and fast becoming increasing users of public services.

Rethink your community approach

Consider how to do things differently

Focus on what is important

Identify your chance to differentiate

Don't ignore wearables or connected devices

Don't ignore wearables or other connected devices
- The focus needs to be on spotting and acting on problems before they occur.
- Wearables will play a key role in the future of public service delivery. Whether it's reporting a pothole or identifying a health risk, wearable technology and automatic location tags will support automatic alerts and action. This is already happening to a certain extent, but it will get smarter.
- From web-connected wheelie bins to vehicles and smart assessment equipment in GP surgeries, the preparation to support, and manage this new influx of technology and data needs to happen now.

Identify your chance to differentiate
- This demands doing things differently, shifting your offering to base-line and top-up services.
- Generating revenue in public services demands a new approach. For instance a leading aerospace company changed its working model and started monitoring equipment in real-time. The data helped the company fix problems before they developed, lower operating costs and identify important trends in worldwide fleet.

"We need to reorganise public services around customer demand rather than service supply and delivery. Technology is only limited by our understanding of it. The winning formula hinges on understanding the customer, the technology, bold leadership and the glue that holds them together."
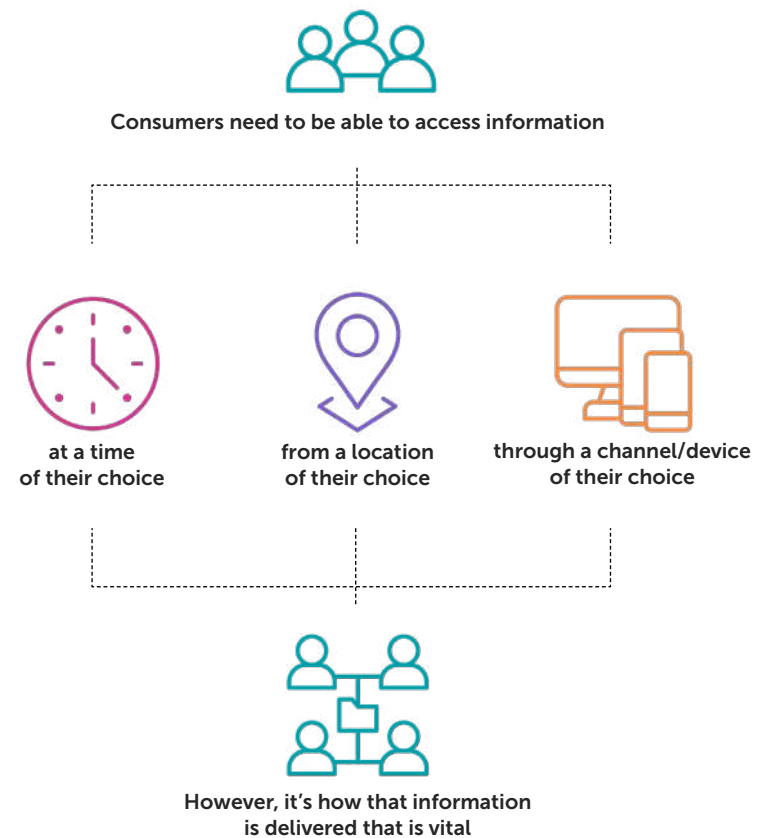
John Hood, CTO, Civica

Digital transformation to automate service delivery, and enable tailored solutions, **is the key ingredient for driving a self - service social nation**

The Technology Leaders Forum agreed that digital transformation to automate service delivery, and enable tailored solutions, is the key ingredient for driving a self-service social nation. Consumers need to be able to access information at a time, from a location, through a channel and via a device of their choice. But consumer-facing organisations should bear in mind that the public wants a consistent positive user experience. This requires intelligent architecture to offer flexibility and ensure a minimal amount of clicks and issues throughout the customer journey. Simplicity is crucial here. The Attendance Allowance Form for instance, used to claim money to pay for elderly home support, runs into the tens of pages and is accompanied by a complex guidance booklet. The user must fill in a PDF form online, print off the form and then post it to the relevant authorities. The process is convoluted and challenging for the vulnerable people it is trying to help. For large-scale, publically funded initiatives to succeed, thoughtful execution is paramount.

Ultimately, there are multiple debates around how the digital revolution will change the way we consume services but it shouldn't matter what device or channel a customer uses to access these services. It's the information delivery that matters, to both consumers AND public sector organisation employees.

"As a CIO I don't care what devices our employees choose to use in the workplace, only that they can use these tools to securely access the system. This same agnostic approach will one day inform the way public services adapt their infrastructure to meet employee and citizen demands. Security needs to be a key priority, with flexibility for each device requirement, and an end-goal of providing information securely."

Chris White, CIO, Clyde & Co

Consumers need to be able to access information

at a time
of their choice

from a location
of their choice

through a channel/device
of their choice

However, it's how that information is delivered that is vital

Outcomes based intervention

The Government must find another £30 billion through efficiency cuts - **wholesale transformation is the only answer**

There is no longer space to make a change and hope for the best – 'hope is not a strategy'. The hands of public service delivery leaders have been forced and the next few years need to be focused on taking action and fast – in particular action that delivers the results that matter.

Driving change in public service delivery means we must think differently. 'The way it always worked' won't cut it anymore. Part of this approach requires creating a safe, blame-free environment, in which people can experiment and develop prototypes outside of the current delivery model. The key to this is to innovate continually, scale up what works, quickly replace the current system of service delivery with something better and more sustainable, and test repeatedly. Risk can be shared by creating an eco-system of partners. **(The Civica Accelerator Model explores this further: The Changing Landscape for Local Government report).**

"Financial challenges are forcing public services to review the way they do things, identify waste and seek areas for dramatic improvement. There's no more room for tinkering at the edge. Wholesale transformation is the only answer. The good news is that the technology is available to bring public services along for the journey, in terms of better understanding consumer needs and how services can be delivered."

Richard Jones, Senior Partner, Moorhouse Consulting

The Troubled Families programme is a radical and permanent change to children's services and a good example of thinking and doing things differently. It has investigated more effective work with troubled families and more sustainable investment arrangements in the long term. As part of the programme West Cheshire analysed the costs of 50 local troubled families to inform its service redesign plans. This information highlighted opportunities for better coordination and data sharing between services to achieve early intervention

50 troubled families' costs were analysed

Family 1
170 reactive interventions = **£47,000 in costs**

Two of the families, mapped by partners over the 12 month period

Family 2
153 reactive interventions = **£93,000 in costs**

The Public Sector should continue to be mindful that private sector CIOs are **spearheading continual innovation and experimentation**

According to the Harvey Nash and KPMG 2015 CIO Survey, almost half of the 3,690 technology leaders surveyed have a dedicated R&D function for exploring emerging technologies and prototyping and piloting potential digital solutions.

This will come down to adopting a culture that is focused on encouraging innovation and outcome-based intervention. Core to this cultural shift is the reorganisation of public services around customer demand rather than service supply and delivery. Through a campaign to reduce demand on face-to-face and manual interactions, public services need to promote and support self-service. Technology, particularly digital technology, has a critical role to play in reimagining public service delivery and ensuring the cross-fertilisation of new ideas – both within and between public service organisations.

"We need to reimagine processes. Technology is the enabler but it's not the first port of call. The first step on the ladder is addressing ingrained attitudes."
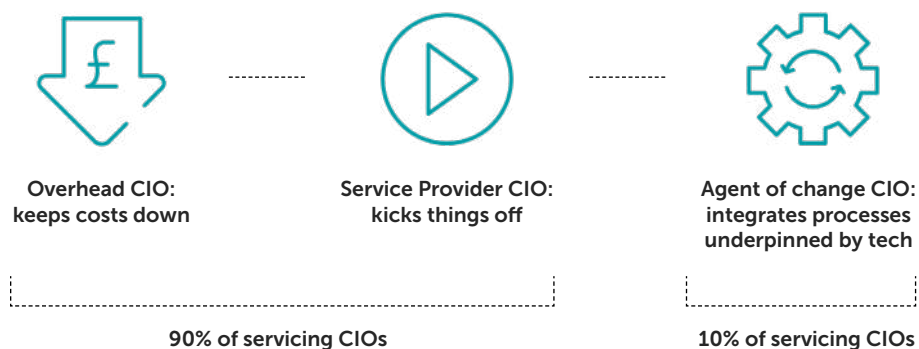
Gerard Doyle, Consultant

"Through the opening up of new self-service channels, in partnership with the private sector, public service providers will be able to protect important services where it matters the most. At a time of continued major funding cuts, customer behaviour needs to change to reduce unnecessary demand and public services need to rethink how services are designed and delivered. Digital technology is the vital element in driving this transformational change."

Kim Ryley, Solace in Business Chair

First we need to address ingrained attitudes

We need to reimagine processes

Technology is the enabler
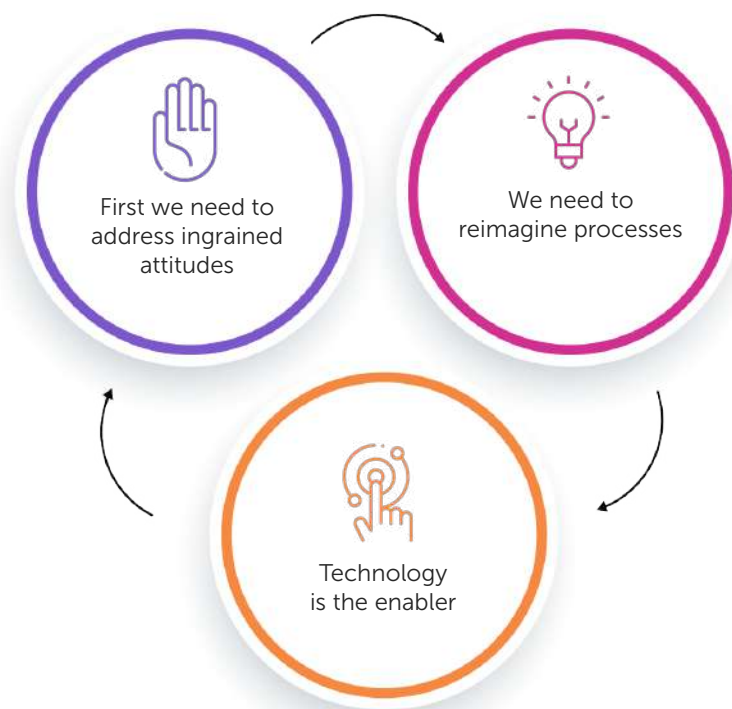
{ Driving an appetite for change

Cultural change and technology innovation across public services needs to start at the top. The CIO needs to act as a change agent. Bold in expressing their vision for change, with a clear 'migration plan' for investment in digital technology, CIOs need to be active in using technology to future-proof the entire organisation and ensure outcomes based intervention becomes a reality. **Currently only around 10% of servicing CIOs fall into the category we call the 'Agent of Change CIO':**

Overhead CIO: keeps costs down

Service Provider CIO: kicks things off

Agent of change CIO: integrates processes underpinned by tech

90% of servicing CIOs

10% of servicing CIOs

CIOs need to be active in using technology to future-proof the entire organisation **and ensure outcomes based intervention becomes a reality**

Agent of change CIO

Active in using technology to future-proof the entire organisation

A clear migration plan for investment in digital technology

Bold in expressing their vision for change
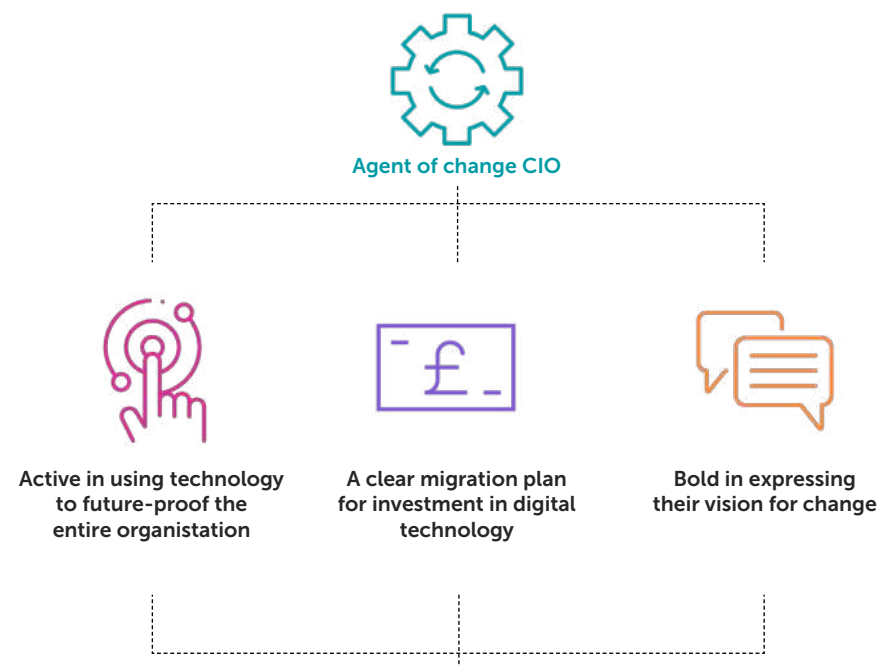
1. Executes the Chief Executives agenda and strategy - usually as a direct report
2. Is seen as a transformation leader rather than an IT director
3. Is held responsible for delivering change (irrespective of whether it's grounded in IT) across all areas of the organisations for the benefit of the citizen
4. A trusted member of the executive management team and isn't afraid to make unpopular decisions in the interest of necessary transformation
5. Core IT and architectures are generally kept simple to provide a stable platform for change

{ Final thoughts and critical success factors

'Realising the art of the impossible' within public service delivery was a continuous theme across the Technology Leaders Forum. **Embracing an accelerated pace of change, capitalising on data rich resources to support a self-service and social nation, and delivering outcome-based intervention will require wholesale change from the top down.** This will only be possible by embarking upon a revolution that is led by the customer. The public have already shown that they are prepared to give away information for services on social media channels but they remain suspicious of public sector organisations. To address these doubts, the sector must demonstrate it can deliver high quality customer-centric services with less bureaucracy, and ensure the CIO can act as a change agent combining the right vision, plan and investment in digital technology.

Fundamentally this comes down to a cultural shift – not just adapting how we work and live, but also how we think. This is about creating a programme of cultural change to radically alter the way staff perceive their work. Organisations need to enable and reward innovation and creative solutions to do things differently. Throughout the forum, it was very clear that quick efficiency cost savings are no longer possible. **A more strategic commitment, driven by technology and sensitive to cultural nuances, is the only route to take.**

> "A new brave world of public service delivery will only happen if we see a radical shift in the culture of local government to drive innovation."
>
> Chris White, CIO, Clyde & Co

> "A culture that encourages challenge and innovation is essential to deliver the best possible service to the evolving population. By adopting new technologies, integrating services to deliver multi-agency working and maximising resources - organisations will keep up with the changing demands of today's citizen."
>
> Steve Shakespeare, Managing Director, Civica Services

Driving an appetite for change is never straightforward. Organisations need to take action today and put plans in place over the next 2-3 years to accommodate the citizen and public service delivery of the future:

Be transparent in your plans and goals: you need to bring the citizen along for the journey and openly communicate the possible benefits to them.

Invest in shifting the citizen mind-set that public service providers cannot securely manage data: ensure it is clear that the citizen 'owns' the data and be transparent on how data will be used.

Work collaboratively across departments: pool budgets where possible to deliver integrated projects and long-term partnerships.

Hit cultural barriers head-on: public services have to innovate or die, and it is culture, not funding, that will be the biggest barrier to change.

Don't let profit be a dirty word: you need to be able to cut costs while at the same time deliver new and better services. It is also an opportunity to generate additional revenue, invest in keeping up with an ever-changing environment and evolving citizens' demands.

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