

# Enabling digital government

## International examples



Audit Scotland published its Enabling digital government report in June 2019. For this, we looked at how governments around the world are trying to transform public services and build digital governments. It is difficult to do, takes time and many governments encounter challenges. Each country starts from a different position due to culture, the state of existing systems and history, so it can be difficult to compare progress. However, lessons can be learned from governments across the world and our report briefly summarised some of these. This supplement provides more details and some additional examples.

The examples are aligned to some of the sections in our main report which set out a number of key factors that a government requires to enable digital government.





## International examples 1

### Strategic vision and leadership



### Strategic approaches leading digital governments around the world

The Simpler, Faster, Better Services Act 2019 (the Act) empowers the Chief Digital and Data Officer (CDDO) of the Government of Ontario, Canada, to oversee the provision of digital public services. The Act authorises the CDDO to set principles and standards for public sector organisations with regard to developing and using digital services and making data publicly available. The CDDO has identified the following areas of focus:

- **Modern, digital-first services** – government services are to be designed and delivered around the needs of the user, with personal data recorded and stored once. New data controls are under development to enable the integration of government systems and a ‘tell us once’ experience for citizens interacting with different services.
- **A new approach to data** – the Government of Ontario has also launched a new Data Strategy, which proposes an open data by default approach, restricting government data only where there is a compelling legal reason for it be classed as confidential. This is intended to build transparency and public trust, as well as generating business opportunities and economic growth.
- **21st century standards** – the Act requires all government organisations to adhere to digital service standards first introduced in 2018. These include understanding users and their needs, establishing multi-disciplinary teams, using open standards and common platforms. Additional tools, including a service design playbook, accessibility guide and guidance on Agile project management will support government organisations to modernise services.

### An integrated approach to digital procurement across government

The Australian Government’s Digital Sourcing Framework for ICT Procurement is a strategic, whole-of-government approach to designing digital services. It supports organisations to buy digital products or services and recruit specialist skills. It includes:

 **Tools** such as contract templates and panels of accredited suppliers for various ICT products or services to standardise and simplify procurement processes.

 **Guidance and forums** for organisations to share knowledge and lessons learned.

 **Policies and principles** to prompt organisations to make considered investment decisions which involve:

- designing around the user, engaging early and consulting widely
- thinking about whole-of-life costs and alignment with all-of-government standards, so that organisations re-use platforms or components to avoid duplication where possible
- limiting the duration and cost of contracts to encourage organisations to work iteratively and make it easier for SMEs to be involved
- using common standards and cloud technologies to enable collaboration and data driven innovation across government.

The first phase of the framework went live in June 2018. New policies are tested, refined further and then issued before coming into effect to allow for feedback.



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## International examples 2

Investment



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### International research indicates that there is no standard way of measuring digital investment

As part of the UN's Sustainable Development Goals Programme, work is underway to develop a framework for measuring whole-of-government digital investment. This work is being led by the International Telecommunications Union and Digital Impact Alliance. The Organisation for Economic Co-operation and Development (OECD) has developed an indicator to measure ICT investment as a proportion of total government investment, however this was last fully updated in 2015.

Practical examples of the ways that governments measure spending include:

- The Australian Digital Investment Management Office oversees and provides advice on government ICT investment and maintains the Digital Transformation Roadmap. This Roadmap is used to monitor the status of, and report progress against, the timelines and budgets for various digital programmes.
- In addition to monitoring the status of ongoing digital programmes, the Government of Queensland, Australia, also report publicly on current and projected spending through online performance dashboards. Further information on this can be found in [International examples 5 \(page 6\)](#).
- In Denmark, the Danish Council for IT Projects oversees technical assurance of all government digital programmes alongside conducting and reporting financial reviews on a twice yearly basis.

Source: Audit Scotland; the Australian Government; International Telecommunications Union; Organisation for Economic Co-operation and Development; Government of Queensland; and Danish Government

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## International examples 3

Facilitating  
collaboration



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### Scottish Government collaboration with international governments

Both the CivTech Programme and Office of the Chief Designer (OCD) have engaged with international governments and public organisations to share knowledge and experience.

- During January 2019 the OCD jointly delivered service design seminars with the UK Government Digital Service, as part of the UK Government's Services week. This included sessions on service design and Agile methodologies, as well as an introduction to the Scottish Approach to Service Design.
- The OCD is facilitating sessions at two International Design in Government conferences:
  - The first was hosted by the Scottish Government in Edinburgh in June 2019, and focused on involving citizens in the design of government and public services.
  - The second will take place in Rotterdam in November 2019, hosted by the Government of the Netherlands. The theme for this conference will be sharing and re-use of design in public services, with a focus on how to improve collaboration between governments.
- The CivTech programme team has been sharing and learning lessons from international governments, including France and Poland. The Australian state of Victoria has modelled its CivVic programme on CivTech.

Source: Audit Scotland and the Scottish Government

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## International examples 4

Facilitating  
collaboration



### Cross-government collaboration around the world

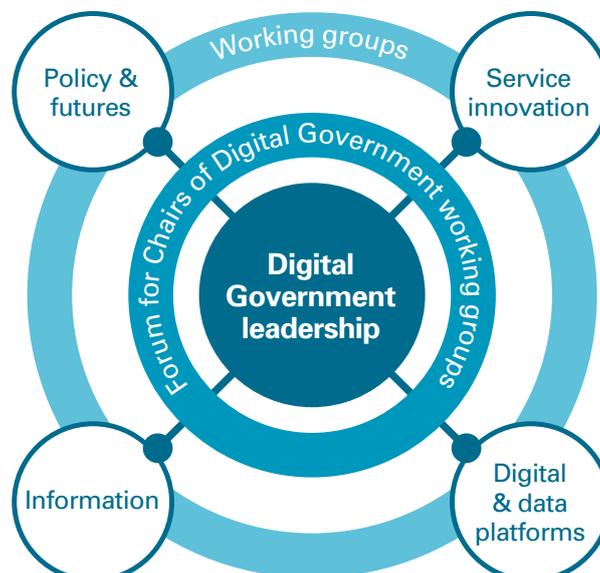
Several governments around the world include senior roles or groups whose function is to facilitate collaboration and lead programmes for digital government. These roles can be held by individuals – for example as Chief Digital or Technology Officer (CDO or CTO) – or steered by leadership groups drawn from a range of sectors and backgrounds:

- In Denmark, the Council for IT projects has a membership of nine senior managers drawn mainly from the private sector, but also from public sector organisations experienced in large scale IT programme management. The Council uses its collective expertise to oversee and provide guidance to digital programmes across government.
- In New Zealand, the CDO develops and manages digital programmes in the public sector. The CDO is supported in this role by the Digital Government Partnership, a collection of stakeholders from across the government who are responsible for facilitating an integrated approach to implementing New Zealand’s digital strategy. The Partnership is formed of working groups which are structured to reflect the main aspects of the strategy and focus on:
  - Digital and data platforms – leading the delivery of common platforms for the public sector, including identity, business interactions with government and internal government services
  - Information management – leading the information management strategy for the public sector
  - Service innovation – leading on the service design strategy for the public sector
  - Policy and futures – exploring the opportunities of emerging technologies.

Source: Audit Scotland; the Danish Government; and the New Zealand Government

## Exhibit 1

### New Zealand Digital Government Partnership



Source: Audit Scotland and the New Zealand Government



## International examples 5

Ensuring value  
for money



### Approaches to technological assurance – things to consider

The progress of government digital programmes is monitored and assured in different ways around the world:

- In Queensland, Australia, reporting on the status of digital programmes takes place through an online performance dashboard open to the public. The dashboard displays the overall status of a programme (On track; Closely monitored; or Action required), as well as information on current and projected expenditure. It is updated on a regular monthly or bi-monthly basis by the government department responsible for the programme. A snapshot of the digital dashboard taken during May 2019 is set out in [Exhibit 2 \(page 7\)](#).
- The Danish Council for IT projects is responsible for reporting twice a year on the status of the Danish government's digital programmes, with reference to progress against timescales, budget and benefit realisation. If necessary, the Council may recommend that projects with a high level of risk, or planned projects likely to be delayed or to become more costly, are subject to independent external review.
- In New Zealand, government organisations can benchmark the effectiveness of their own approach to managing risks and identifying improvements through engaging with an online self-assessment tool. This is managed by the System Assurance team, part of the Government Chief Digital Officer's portfolio.

Source: Audit Scotland; the Government of Queensland; Danish Government; and New Zealand Government



## Exhibit 2 Queensland digital projects dashboard May 2019

Ensuring value  
for money



Projects **Priorities** Tenders

### Overview

You can see at a glance, all major government digital projects currently underway to improve service delivery to Queenslanders. The dashboard lists projects from all departments and shows the details of each project, enabling you to track and monitor their progress over time.

#### Status of projects (150)



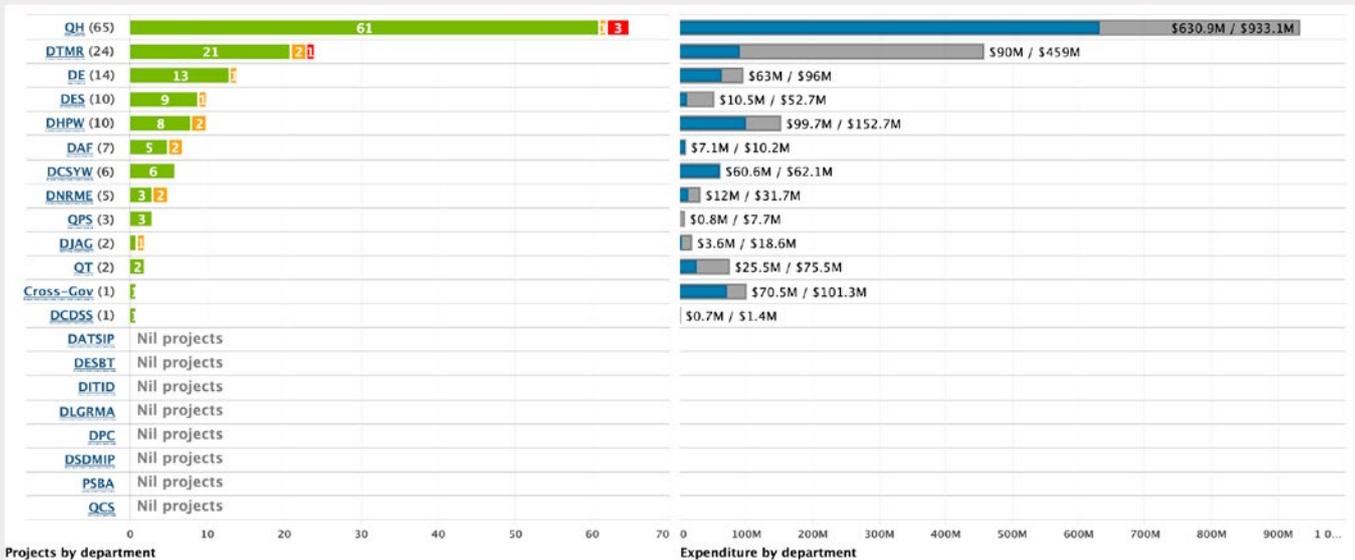
#### Expenditure of projects



### Projects by department [View all projects](#)

Search for projects

Search



Source: Audit Scotland and the Government of Queensland



## International examples 6

### Facilitating innovation



#### How other governments are organised to look at emerging technology

- The New Zealand Digital Government Partnership includes a working group whose role is to lead cross-government policy and regulatory work to identify opportunities and risks presented by emerging technologies.
- In Denmark, to develop technical expertise the Consultancy Secretariat for IT operations facilitates cross-governmental knowledge sharing with an emphasis on professionalising government authorities' procurement and management of digital programmes.

Source: Audit Scotland; the New Zealand Government; and Danish Government



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