



CONNECTED GOVERNMENT

INSIGHTS INTO IMPROVING CITIZEN SERVICES

UNISYS | Securing Your
Tomorrow®



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A DIGITAL GOVERNMENT SERIES BY UNISYS

Executive Overview

As governments around the world seek to deliver improved citizen services and adapt to the needs of the public in the Digital era, they are increasingly looking beyond incremental change in order to drive the digital transformation of government services.

To achieve this, governments need to take a citizen centric approach. Nearly a decade ago, governments were defining strategies to move IT infrastructure to the cloud with a focus on saving money. Now, there is a new way of thinking in government: identifying internal changes that are necessary to better meet citizen needs, from embracing new technologies to removing barriers in collaboration across agencies and levels of government. It's not just about making government mobile apps and websites look and feel like other consumer experiences. Governments increasingly recognise that they must adopt solutions that transform operations in order to perform better at the Moment of Truth when a citizen needs government's help.

In 2016, Unisys undertook a survey to analyse citizen attitudes towards digital government services. The study found there was a preference for face-to-face and phone interactions when engaging with governments, with public support for data sharing acceptable in the case of convenience.

In just 12 months since the last survey, citizens expectations continue to evolve and engaging via online methods are now the most desirable way for citizens to engage with government.

These findings reinforce the importance of understanding what, beyond the service, do citizens seek from their interactions with government.

While each country surveyed has a unique mix of technology adoption, government policies and cultural preferences, the common goal for governments is to deliver the best possible outcome for their citizens.

The 2018 Unisys *Connected Government* Report reveals two key insights:

- **Citizen Journey:** While citizens prefer to engage with governments online, the level of willingness varies depending on the type of transactions they're completing. Whether the process is online, offline or a combination of the two, governments need to design their services to offer a personalised and connected experience.
- **Data Sharing Support:** While public support for government agencies sharing data varies from country-to-country, the research reveals that many citizens believe there is already a high level of data sharing taking place. To capitalise on this sentiment, and increase citizen buy-in for data sharing where it will benefit citizens, governments must clearly articulate when and what citizen data will be shared, with whom and how it will be secured.

Research Methodology

The online survey was conducted by Omnipoll and fielded during July 2017 to a nationally representative sample of at least 1,000 people aged 18+ in each of: Australia, Malaysia, New Zealand, the Philippines and Singapore.

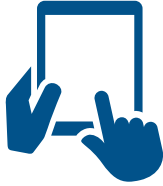
The sample sizes were:

Australia	1,329
Malaysia	1,000
New Zealand	1,000
The Philippines	1,000
Singapore	1,000

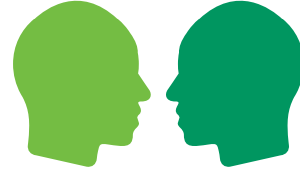


Key Findings from All Countries Surveyed

Is Online Always the Right Solution?



In all countries except the Philippines, **online** via a computer or tablet is the preferred way to engage with government



In Australia, Malaysia and the Philippines, **face-to-face** transactions are the preferred way to renew a driver's licence or passport, apply for benefit payments and obtain building permits



9 in 10 people believe government agencies are already **sharing** personal information with each other



The top reason people don't want **personal data** to be shared between government agencies is because they don't understand how the data will be used (62% in Australia, 67% in New Zealand, 63% in Malaysia, 60% in the Philippines and 65% in Singapore)



Citizens in all countries surveyed prefer to use a **single app** that gives access to multiple government agencies, rather than multiple separate apps (63% in Australia, 57% in New Zealand, 53% in Malaysia, 73% in Philippines and 67% in Singapore)

Digital Transformation in Government

To understand what citizens want from their interactions with governments, the Unisys survey analysed citizen's preferred methods of engagement.

The survey reveals that citizens prefer online interactions with government in all countries except the Philippines. This is in stark contrast to the findings of the Unisys 2016 report, *The Journey to a Joined Up government*, which found face-to-face to be the preferred method of engagement.

The latest Unisys survey explores the growing preference for online services, what's driving the shift to a digital government, and how governments can use modern technology to better engage with their citizens.

The Growing Preference for Online

Governments across Asia Pacific are increasingly turning to digital initiatives to increase internal efficiencies and deliver services to citizens in new and more convenient ways.

To demonstrate their commitment to digital transformation, many governments have published clear targets to quantify their determination to improve citizen experiences.

For example, by 2021 the New Zealand government aims to have 80 per cent of transactions for the 20 most common public services available online¹. In Australia, the New South Wales government has set a target of 70 per cent of transactions to be completely digital by 2019².

Such targets reflect public leaders' desire to be as good as commercial entities in meeting customer expectations for easy, high quality digital interaction. That focus of government leaders has become increasingly important. In just 12 months, each country, with the exception of the Philippines, has seen online services, via a computer or tablet, overtake face-to-face as the most preferred method to engage with government.

The growing preference for online services is in line with the way citizens use technology in other aspects of their personal lives – such as shopping, socialising and consuming news.

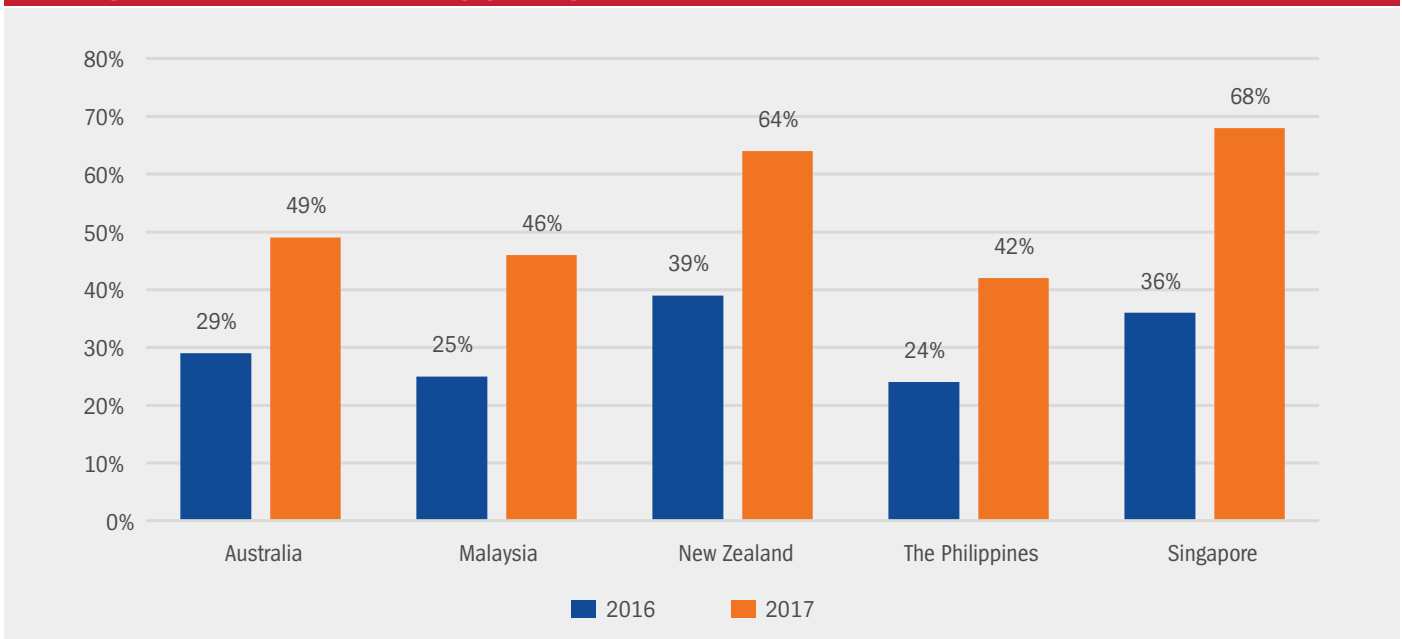
In today's digital environment, delivering a positive citizen experience is a key strategy for all government's.

A great example of this commitment to improving citizen experiences can be seen in the Philippines, which despite low internet penetration, is aiming to improve the delivery of government services to vulnerable communities who have limited access to technology. The e-Government Harmonization program will use both policy and infrastructure innovation to transform government services³.

For many of the services that citizens want to use online, government will have to modernise both internal and external systems and processes. Government will have to balance new technology desires with the ability to change operations. Adopting Agile and DevOps based approaches provide the flexibility that is essential to implement new digital services successfully; adapting, trialling and evolving solutions as needed.

This allows agencies to be citizen centric: improving the overall citizen journey while delivering quality and efficient services to citizens in branches, on the phone or online.

Percentage of population who prefer to engage with government online via a computer or tablet

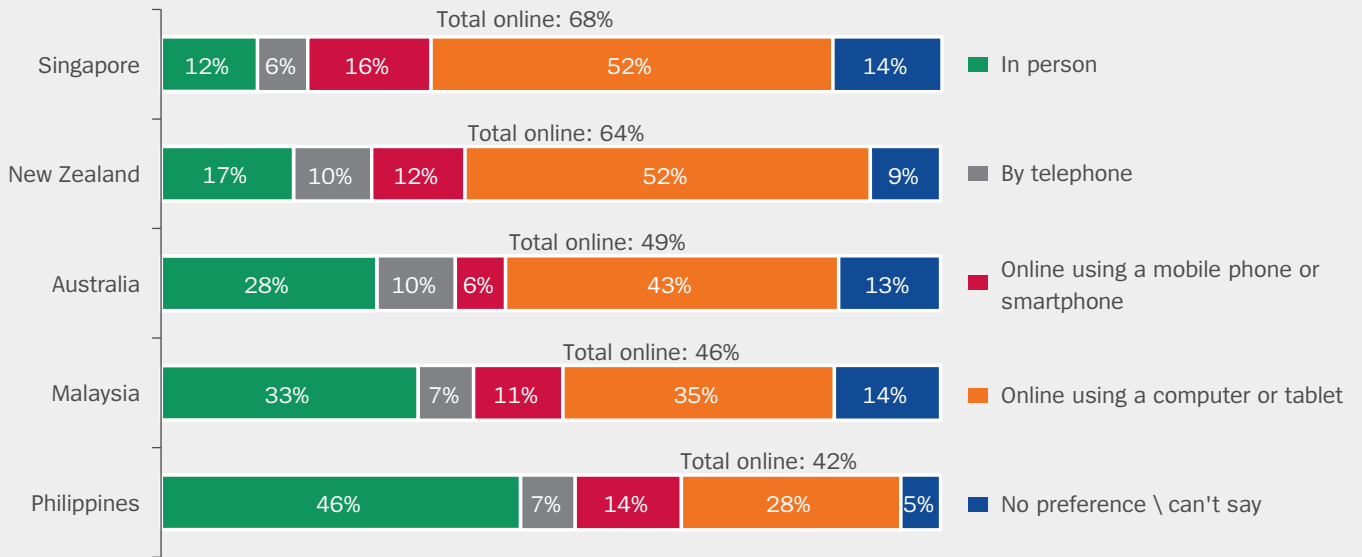


¹ *Delivering Better Public Services*, New Zealand Government 2017

² *Better Services*, New South Wales Government

³ Republic of the Philippines, Department of Information and Communications Technology

Preferred method to engage with government by channel



Preferred method to engage with government by interaction

	To complete your income tax return	To obtain or renew your driver's license or passport	To apply for benefit payments or assistance from the government	To find information about public services	To report incidents, issues or matters to local council for action	To obtain building/ construction permits and titles
AUS	Online 48%	Face-to-face 46%	Face-to-face 37% / online 40%	Online 62%	Online 34% / phone 34%	Face-to-face 35%
MY	Online 55%	Face-to-face 66%	Face-to-face 35% / online 36%	Online 49%	Online 29%	Face-to-face 45%
NZ	Online 64%	Online 65%	Online 39%	Online 67%	Phone 36%	Online 44%
PH	Face-to-face 50%	Face-to-face 60%	Face-to-face 54%	Online 50%	Face-to-face 27% / phone 26%	Face-to-face 67%
SG	Online 70%	Online 54%	Online 50%	Online 55%	Online 37%	Online 44%



Better Engagement with Citizens

With 70 per cent of the global population expected to have a smart phone by 2020⁴, this year's survey explored the potential role of mobile communication between governments and their citizens.

The research analysed which smart phone methods citizens would like to use to access government services, including social media, apps and traditional websites.

The findings reveal a significant opportunity for agencies to use digital channels already in daily use by citizens, such as apps and social media, to engage and interact in more meaningful ways.

However, the clear winner among all countries, except Malaysia, is the use of a single app that provides instant access to multiple government agencies, strongly indicating the preference for a joined-up government.

Essentially, citizens are looking for governments to provide them with an outcome or solution in the simplest way.

Interestingly, despite increasing internet and social media use in all countries, there's greater support for accessing government information via social media by citizens in Malaysia and the Philippines.

Governments in digitally mature markets see value using social media, particularly for emergency responses, however this tends to be to a one-way channel to distribute information.

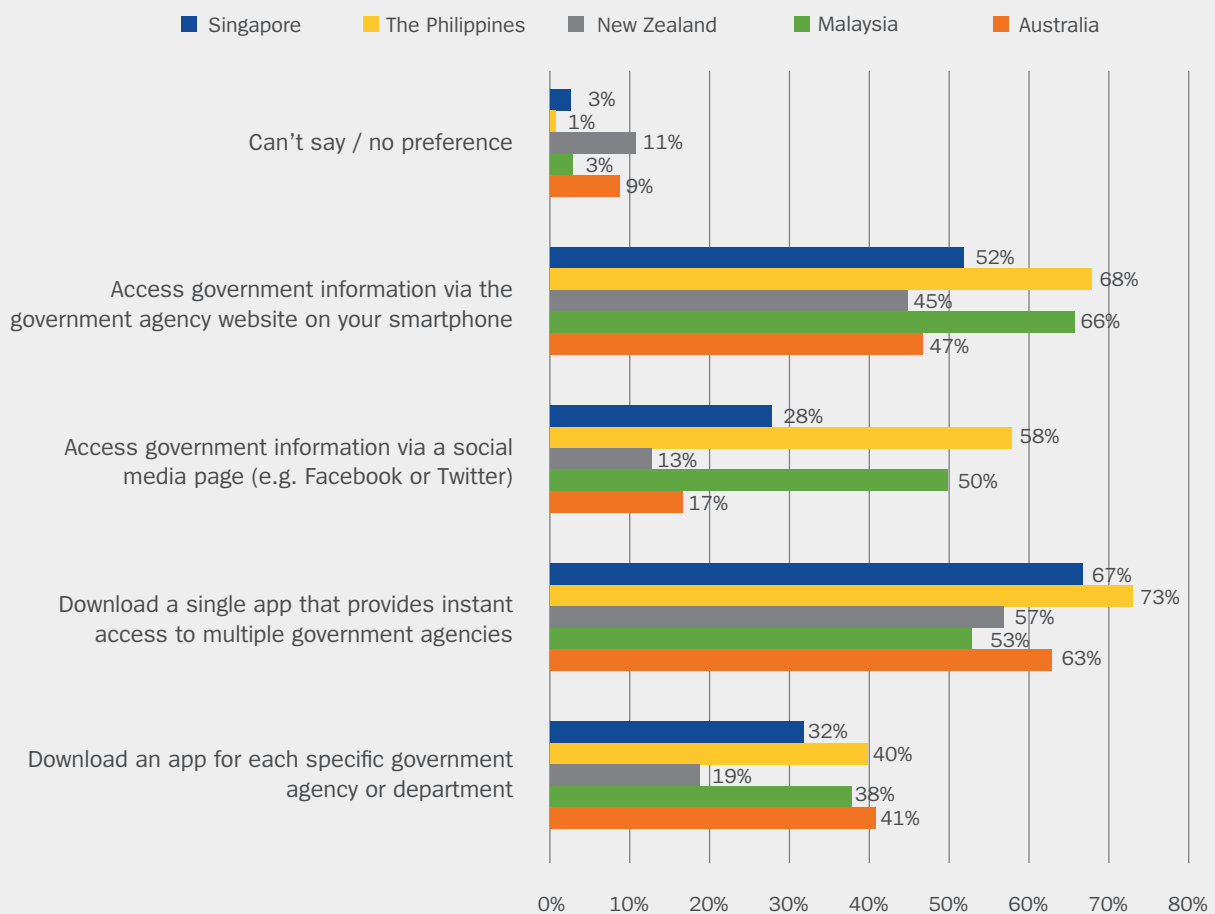
Citizen Safety Online

During the 2016 Kaikoura earthquake in New Zealand, many emergency services departments, disaster management response, and other government agencies engaged with the #eqnz hashtag in the hours and days following the Kaikoura earthquake to communicate and deliver information to citizens.

Globally, lifesaving information was delivered to citizens in London in response to the city's terror attacks, and the United States used it well to rapidly disseminate and communicate information during Hurricanes Harvey and Irma. This required a sophisticated approach, as government officials found Twitter, Facebook and other typical tools could facilitate robberies, leading to the wide-spread use of Zello for communications.⁵



Which smartphone methods citizens would like to use to access government services



⁴ Ericsson, *Mobility Report 2015*

⁵ <https://psmag.com/social-justice/what-harvey-and-irma-taught-about-using-social-media-in-emergency-response>, Pacific Standard, 15 September 2017.

What Does This Mean for Government Agencies?

The findings from the Unisys Connected Government research demonstrate the need and opportunity for governments to use citizen insights to inform their digital transformation journey.

Great citizen experiences must be supported by great processes. Each step in the journey, from engagement through an external interface to the back-end administration will impact the citizen experience.

Achieving success in the digital transformation of citizen services will lie in the access to real-time insights; talking to citizens to understand what they want, and using an agile approach to change and adapt services as required.

Understanding where preferences lie, and doing the research on what citizens want is essential to developing a citizen centric model, one that designs and develops solutions and services from citizens' point of view, offering a personalised experience which focuses on the complete citizen journey.

Five Requirements for Effective Digital Transformation



A complete journey: Provide citizens with the ability to start a transaction online and then complete it via another channel. For example, allowing a citizen to start a transaction on their mobile, and then completing it using their computer or tablet.



Online and offline: Look at innovative ways of making services accessible to as many as people as possible, including those without access to a device or the internet. To offer a complete and reliable citizen journey to everyone, agencies must also automate and streamline back-office services.



Team effort equals better outcome: Bring teams together to collaborate and adopt an agile approach that can be used to design, trial, test, adapt and evolve new concepts and ideas with citizens early in the development process.



Joined up services: Look for opportunities to deliver joined up services where citizens can access multiple agency services through a single website or app.



Engagement: Engage with citizens in a two-way street, such as making digital services accessible via interactions in social media platforms such as Facebook, which are the go-to apps for millennials. At the same time, understand the benefits versus risks from the citizen's perspective in picking which social media tools are appropriate for the interaction.

Data Sharing Uncovered

Unisys has provided data security and analytics to organisations around the world for many years. During this time, understanding and knowing how to manage attitudes and perceptions of data sharing has been essential towards citizen buy-in.

This year’s survey explores what data citizens believe is already being shared, when sharing data is acceptable and why citizens don’t want government agencies to have access to their personal information.

The findings from the Unisys Connected Government research reveal that nearly all citizens who took part in the study believe that government agencies are already sharing personal data information, especially basic information such as demographics or tax identification numbers.

While citizens believe data sharing is occurring, the reality is that it’s hard for governments to address privacy and security concerns. Governments that fail to address these concerns, could impact their ability to protect, serve and benefit their citizens by implementing services that could change or save lives.

Perception Versus Reality

Nine out of 10 citizens assume that government agencies are already sharing personal data, especially basic information such as demographics, tax file numbers or identification codes.

These findings suggest that citizens perceive governments to be joined up; with the sharing of data already naturally occurring. However, the reality is that compliance, legislation and privacy restrictions all act as a barrier to data sharing.

While data sharing does have its challenges, it is possible for governments to conduct policy analysis and protect privacy by using anonymised data (where the data cannot be connected to an individual) for trends analysis.

Agencies also may use confidential computing that will allow them to analyse and capitalise on citizen data without the need to move it or share it.

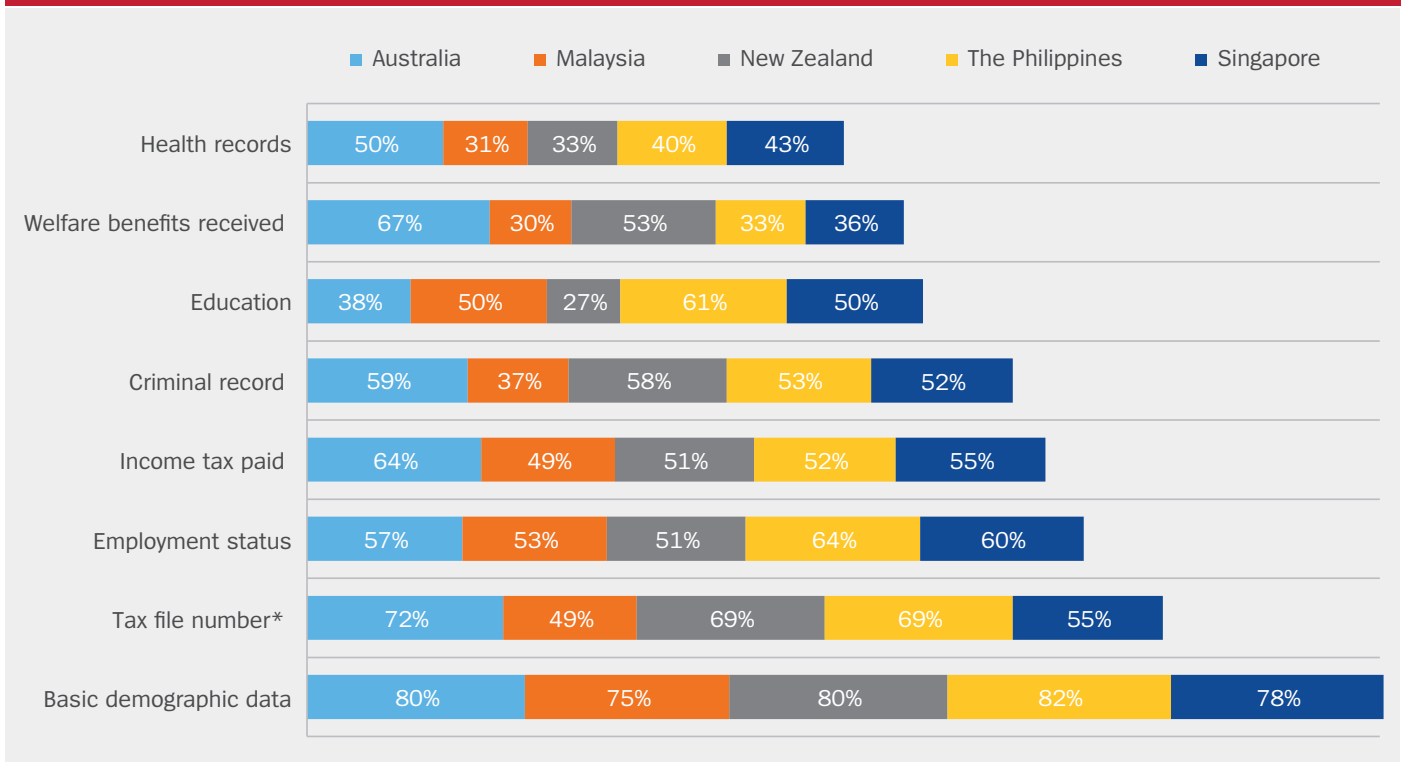
Not all data has the same level of sensitivity. For example, personal health records are more sensitive than demographic data, such as age, gender, location information, that is often readily available on public social media networks. Yet even this demographic data can provide powerful insights in trends-based analytics to inform agency decisions.

As more services move online, from submitting building permits to passport applications, agencies have a wealth of underutilised data at their disposal, all of which could be used to gain better insights and improve the delivery of citizen services.

Confidential Computing enables data analysis without disclosing the data to anyone. De-identifying data and using confidential computing allows governments to effectively analyse and interrogate data to create meaningful insights, while minimising privacy and disclosure risks.



Percentage of people who believe their data is already being shared



(*) Terminology used in each country -> AUS: Tax file number, NZ: IRD number, PH and SN: Tax Identification Number, MY: Income Tax Number

Barriers to Data Sharing

The Unisys Connected Government research has uncovered that trust and knowledge are key barriers to securing citizen buy-in of data sharing.

In all countries, except the Philippines, the highest support for the sharing of personal information is to enable law enforcement agencies to identify crime and terrorism; demonstrating that citizens will sacrifice privacy for personal safety.

The sharing of data between government agencies enables the development of targeted services. For example, population data can be used to identify areas most in need of new schools or hospitals. Except in Singapore and the Philippines, citizen support for sharing data for this purpose is low.

In Australia, Malaysia, New Zealand and Singapore, the lack of knowledge about how the government is using personal data is the biggest barrier to why citizens do not want their data being shared across government agencies.

Trust is another key issue for governments. According to the survey findings, citizen concerns regarding the shared use of data among agencies range from perceived privacy infringements and lack of data security to a simple lack of trust.

A series of high profile data breaches in the last two years, including Medicare in Australia, the Ministry of Defence in Singapore and the Philippine Voter Registry, has left citizens unconvinced that governments are using or protecting their data.

Data security conversations must be balanced with the communication of citizen facing benefits achieved through data sharing, such as a reduction in the number of crimes in a certain area or fewer hospital admissions. This can help to secure citizen buy-in and build trust for data sharing among agencies.

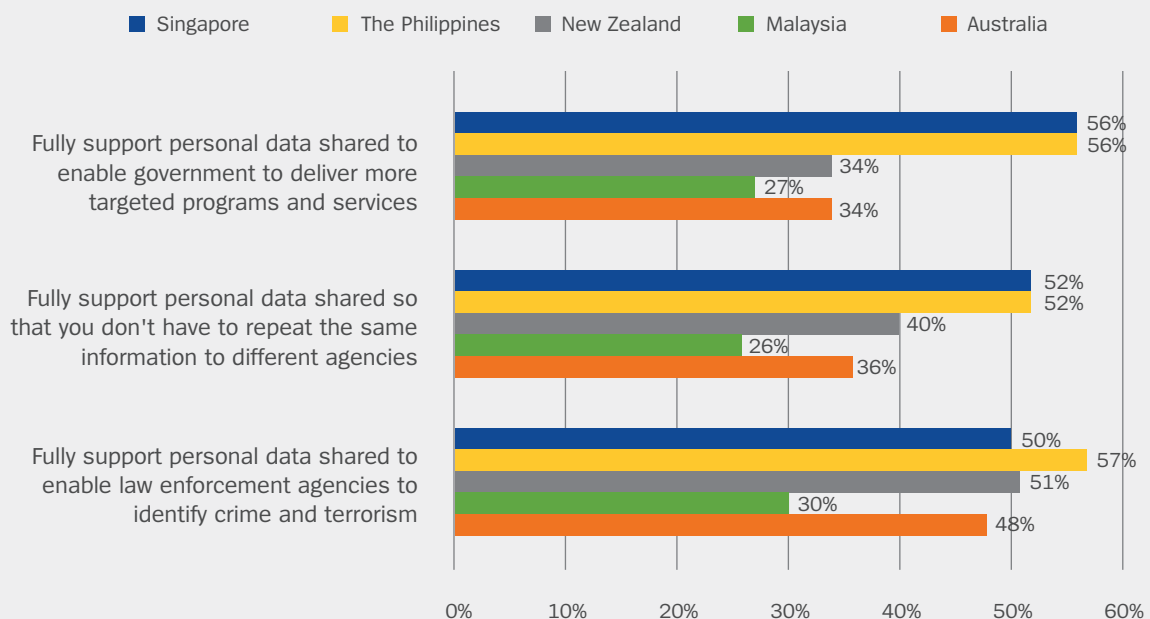
In the case of the Philippines, where unauthorised access to data is the greatest concern for citizens, the government needs to demonstrate its use of robust cyber resiliency frameworks to safeguard the data in their care, and how they manage who has access to it.

An analysis of the times at which family violence is reported to police and a comparison of this with hospital admissions for assault may identify a deeper underlying pattern of escalation not apparent from a single agency view. An anonymised and aggregated dataset may lead to new intervention opportunities or enforcement actions that could be applied at a macro rather than individual level.

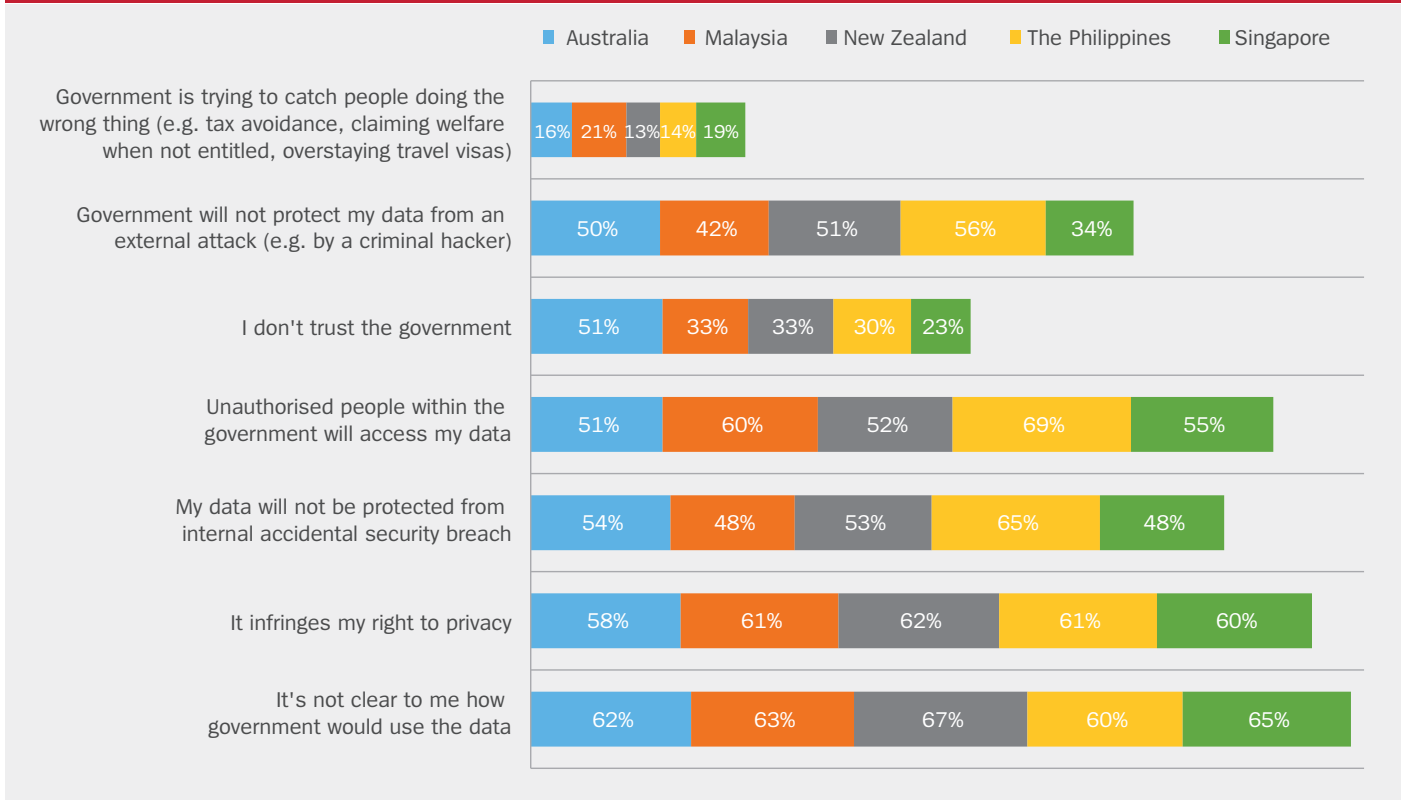
The insight, or action, from this may be more overt police activity on certain days or time periods or may lead to a change in the ratio of specialists including social services personnel stationed at hospitals – all with the end goal of developing a solution based on evidence and eventually, better protecting the citizen.



Percentage of support for personal data being shared between government agencies



Why citizens don't want their data being shared across agencies



Governments should clearly communicate and articulate benefits for citizens achieved by sharing data.



What Does This Mean for Government Agencies?

While most citizens in all countries believe that agencies are already sharing data, they're unclear, and somewhat concerned, about how that data will be used.

Government agencies must be aware of the fine line between privacy, security and convenience, and there is still hard work ahead of agencies who need citizen buy-in for data sharing to substantially improve government performance.

It is also essential for the public sector to keep pace with the best practice data analytics applied in the private sector, such as in retail and financial services, where every decision, opportunity and product is enriched by customer insight.

Despite challenges and restrictions on data sharing, agencies can balance privacy and compliance while drawing on data insights and trends to deliver improved public services.

Developing an insights strategy enables agencies to collaborate, analyse, merge and unite data in ways that deliver more accurate insights. By using the data at their disposal, governments can determine what services work and what doesn't, identify when different approaches or more investment needs to be made, make investments where it matters most and ultimately, improve the lives of citizens and positively impact the broader economy.

Five Requirements for Effective Data Sharing



Secure citizen buy-in: Clearly communicate and educate citizens on when, who with and how their data will be shared and used. Transparency will be essential to gaining consumer trust.



Highlight benefits: Build citizen support by explaining the outcomes e.g. reduced crime, improved education, less hospital admissions.



Right data, right people, right way: Focus on how to deliver the right insights, to the right people within the organisation in the simplest way for them to analyse it, all while preserving privacy and security obligations. This includes ensuring the appropriate security controls are relative to the type of data being shared, and minimise any risk of re-identification.



Leverage advancements in technology: Explore advancements in confidential computing technologies which will allow agencies to gain access to sensitive data, while maintaining confidentiality and reducing the risk of re-identification. This enables authorised users to conduct analysis on data from different agencies without having to physically move or store data.



Integrate data sets: Analyse different data sources in relation to each other, as opposed to looking at each one in isolation. Integrating data sets creates context to make informed, optimised and accurate decisions.



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