



Re-assure citizens

Fulfil people's needs on your digital journey

KPMG Smart Government

Catalyse digital progress

Insight Briefing



Growing demand for positive digital experiences

Expectations and experiences often shape how people evaluate relationships in our digitally-enabled, customer-driven world. Residents and businesses expect reliable, seamless, always-available services whether they order from an online retailer or apply for universal credit assistance. Governments should help people feel safe, secure, and respected in these moments that matter. In the DWP Customer Experience Survey, it showed that 74% of their customers are confident in self-serving on the gov website.

In order for governments to serve citizens' needs, they should focus on digitising the experiences that matter to them for those that can access these services digitally, whilst maintaining alternative options for those that can't. Government leaders need to clearly understand people's needs with each experience. They also must deliver on these needs fast and in ways people can be productive. However, despite 25 years of digital transformation projects in the UK, the government has consistently underperformed, due to lack of strong leadership and senior decision making.²

Why smart government is important

Government organisations and departments around the world should modernise in order to keep up with changing user needs, regulations, and health and public safety requirements. Leaders involved in government modernisation are reviewing their user's experiences to plan what upgrades are needed in their business processes and service delivery models.

This article is one of a series that features how modernising can affect the government workforce and the user experience, improve security and public trust, and accelerate the digital journey. KPMG offers insights intended to help guide governments and public sector organisations in their modernisation efforts to encompass all processes, technologies, policies, and the workforce so each works together to create connected, powered, and trusted organisations.

How do central and local governments focus on the right things to catch up and modernise faster?

¹ "Summary: [DWP Customer Experience Survey: benefit customers 2020 to 2021 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/98481/dwp_customer_experience_survey_benefit_customers_2020_to_2021.pdf)

² "A lack of strong leadership is stifling UK public sector digital transformation," Tech Monitor, 4 August 2021.







Fulfil people's needs

Organisations that co-design with stakeholders achieve significantly better outcomes than those that don't. The people involved throughout the experience when citizens interact with governments are critical. These people include citizens, employees who serve citizens, administrators who serve employees, and third parties who work closely with governments.

Digital applications that provide a positive user experience have the potential to benefit everyone. When a citizen experience is well designed, employees and third parties can work more efficiently, often require less training, are typically happier, and can help deliver higher-quality, more consistent services. They are also able to better serve citizens. Joined up service access allows citizens to get the help they need when they need it, which contributes to more successful outcomes for citizens and their families. For governments, self-service is more cost-effective. Employees and third parties also enjoy fewer basic inquiries in call centers and in-service locations, which frees them to focus on more complex enquiries from citizens.

Human-centered design, rooted in a focus on people and their context, and specifics based on various target audiences, helps leaders understand people's needs, behaviors, and expectations. This knowledge allows governments to create rich, efficient, human-centered experiences.

Tips to fulfil needs:

-  Identify your main user groups (e.g., employees, citizens, third-parties).
-  Talk to your main user groups to learn what they expect when they interact with governments, the processes they currently follow, and their limitations. Understand what they care about.
-  Use this information to build the experience roadmap described in the next section.
-  Seek input from user groups during any change implementation to confirm the solution will meet their expectations.

UK's Government Gateway for government services

The Government Gateway is a central location where UK citizens may sign up for online government services. The initiative was first operated by what is now HM Revenue & Customs (HMRC), and then by the Office of the e-Envoy - the Government Digital Service (GDS) of the day - which was then, as it is now, part of the Cabinet Office. More than 40 businesses, both big and small, participated in it, and Inland Revenue, Customs and Excise (since renamed HMRC), and the Ministry of Agriculture, Fisheries and Food actively participated as both clients and critical friends (now the Department for Environment, Food and Rural Affairs).

A Government Gateway account enables one to have full access of HMRC online services, which lets them view their:

1. **Personal tax account**
2. **Business tax account**
3. **Pay As You Earn (PAYE) tax**
4. **Pension schemes**
5. **VAT and more...**

At its peak, the platform hosted more than 50 million active citizen, commercial, and intermediary accounts, more than 120 national and local digital public services, and more than 400 million authentications annually. Numerous websites used the platform, but it was also used by package applications like accounting and financial programmes.³

³ "Government Gateway at 20 – looking back at the UK's most successful digital identity system," Computer Weekly, 25 January 2023.

Start small and move fast

A good approach to big goals is to start small with the outcome in mind. Below are some exercises you can do with your team so the digital journey does not become overwhelming. Completing these will allow you to break the required work into smaller, achievable increments, required to help accomplish your desired outcomes. Your organisation can identify valuable information so you can address dependencies and data sources over time. Finally, these exercises will help align your organisation so everyone drives toward the same outcomes.

Tips to fulfill needs:

- ➔ Evaluate the organisation's mission, long-term plan, and user feedback to identify a few needs or opportunities that could improve citizens' and employees' outcomes.
- ➔ Describe the outcome you hope to achieve by addressing these needs. These outcomes should be specific, measurable, and meaningful. Use these needs and outcomes to shape your strategy.
- ➔ Chart the process from the beginning of the user experience through resolution (using information gathered in the previous section) to create an experience roadmap.
- ➔ Prioritise tasks in a 3-, 6-, and 12-month implementation roadmap to chart your journey based on the complexity and value of each mapped process to the user and your organisation.



Deliver solutions that are designed to meet users' needs faster

With limited budgets and growing digital services demand, governments should deliver digital solutions fast so employees can be productive and citizens can access services. Many organisations follow defined approaches such as a waterfall or agile approach to develop and deliver technology solutions. A waterfall approach focuses less on the end user and more on following structured development phases. An agile approach can speed up outcomes and help ensure they meet users' expectations since the approach focuses on continuous improvement and how technology affects people.

For example, if central governments in the UK used an agile approach to build a self-service benefit management app to improve the usability and functionality of their website services, they would have short development cycles and deliver smaller functions every few months. This method allows developers to determine what works and what does not. Then, they have the flexibility to address users' needs in the next release in a couple of months rather than waiting until they complete the entire app years later.

The agile approach also allows government clients to monitor progress, identify enhancement opportunities, and reduce functional and design gaps so the outcomes are more likely to meet expectations. It also helps set them up to more easily scale and add functions so they are prepared for the next opportunity or crisis.

Tips for more effective methods:

- ➔ Evaluate your methods to make sure they meet users' needs and today's fast-changing digital environment.
- ➔ Determine what approach will work within your culture.
- ➔ Explore adopting agile development methods to better meet employee and citizen needs.



4 | Re-assure citizens

NHS Digital picked KPMG as their cyber innovation partner

NHS Digital's Data Security Center (DSC) created a Cyber Security Innovation Factory for the 2020 budget year (CSIF). The unit's purpose is to give the technology agency "a standardised way of testing solutions to user-defined problems in a controlled manner, therefore de-risking future delivery of projects"

NHS Digital chose KPMG to be its "innovation partner" in the field of cybersecurity, and awarded it a two-year contract worth £4 million, in June 2021.

As the DSC transitioned to a more sustainable and creative operating model, KPMG was expected to help disruptive innovation. The CISF sought a strategic and completely independent innovation partner to assist advance its work over the next two years after successfully supporting the implementation of a number of enhancements and services relating to NHS Digital's cyber capabilities.⁴

⁴ "NHS Digital picks KPMG as £4m 'cyber innovation partner'," Public Technology, 22 June 2021.

Embrace innovation and agility

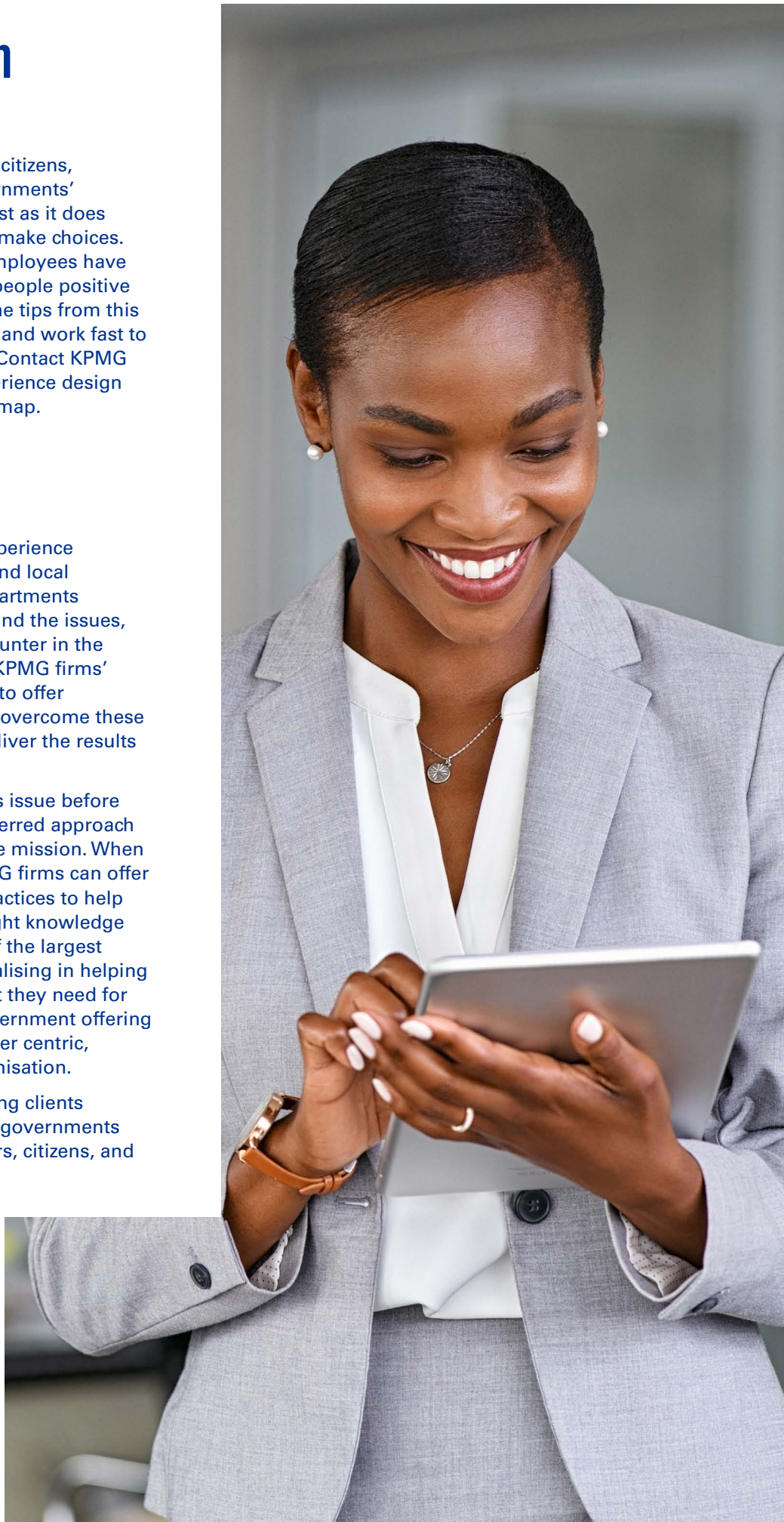
Government employees along with citizens, residents, and businesses are governments' customers. Competition doesn't exist as it does in the private sector, but people do make choices. People are taxpayers and voters. Employees have alternatives. Governments owe all people positive experiences. It is up to you to use the tips from this article and take the first small steps and work fast to deliver those positive experiences. Contact KPMG so we can show you how your experience design journey looks in our Strategic Roadmap.

About KPMG

KPMG firms have many years of experience of working with national, regional and local governments, so we know how departments work. KPMG professionals understand the issues, pressures, and challenges you encounter in the journey to modernise. Drawing on KPMG firms' government operations knowledge to offer methodologies tailored to help you overcome these challenges and work with you to deliver the results that matter.

KPMG teams start with the business issue before we help clients determine their preferred approach because we understand the ultimate mission. When the way people work changes, KPMG firms can offer client insight on leading training practices to help ensure your employees have the right knowledge and skills. KPMG in the UK is one of the largest learning providers in Europe, specialising in helping our clients build the skills and talent they need for future plans. With our Powered Government offering we provide a blueprint for a customer centric, digitally enabled public sector organisation.

KPMG firms are committed to helping clients create value, inspire trust, and help governments deliver better experiences to workers, citizens, and communities.



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