HARNESSING TECHNOLOGY TO TRANSFORM PUBLIC SERVICE DELIVERY AND OUTCOMES

ACCENTURE PUBLIC SERVICE TECHNOLOGY CONSULTING
Remember when public service organisations viewed IT as a cost centre separate from policy making and service delivery? Those days are over. In today’s fast-changing geopolitical environment, digital and emerging technologies are at the heart of how governments are serving, protecting and enriching citizens’ lives.

With IT as a strategic driver of change, yesterday’s focus on execution is becoming today’s drive for innovation and agility. How can government IT executives adapt to this role amid sweeping change? Doing so is not easy. After all, IT leaders must address challenges around aging infrastructure and systems, skills shortages and complex regulations. At the same time, they have an opportunity to embrace today’s disruptive technologies—from digital to the cloud—to enable the breakthrough results that constituents demand. All the while, they are making investment decisions with an eye toward technology advances that are always just around the corner.

Orchestrating a dynamic mix of yesterday’s, today’s and tomorrow’s technologies is critical for public service organisations to boost efficiencies, reduce costs, meet citizen demand and reinvent service delivery. It requires fundamental changes not only to the technology landscape but also to people, processes and culture.

### The Public Service Landscape is Evolving Rapidly as the Old World Gives Way to the New.

<table>
<thead>
<tr>
<th><strong>Old World</strong></th>
<th><strong>New World</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Software, hardware, apps, premise-based solutions</td>
<td>Digital, cloud, XaaS solutions, assets and offerings</td>
</tr>
<tr>
<td>Waterfall, iterative, some Agile</td>
<td>Business/IT joint delivery, Digital factories, Agile CoE</td>
</tr>
<tr>
<td>Application-specific &amp; functional roles</td>
<td>New design and service-centric roles, IT and business together</td>
</tr>
<tr>
<td>Towers and silos, Organised to support the business</td>
<td>New partner ecosystems encompassing public and private</td>
</tr>
<tr>
<td>Internal focus, how to run and optimise the business</td>
<td>External focus, how to enable partners, customers and citizens</td>
</tr>
<tr>
<td>Focused by function, vendor consolidation</td>
<td>New partner ecosystems encompassing public and private</td>
</tr>
</tbody>
</table>
THE NEW CIO AGENDA

Every government and public health organisation must be digitally powered. As CIOs adapt to this new paradigm, there are big decisions to make—and big opportunities ahead. Every public service CIO should be thinking about:

**Digital rotation** pivoting to new technologies and building a “digital first” agenda to transform data into actionable insights and deliver greater value.

**Application placement and governance** allocating applications, technologies, people and processes across legacy and new to modernise and optimise platforms.

**Cloud and virtualisation agenda** migrating applications and operations from legacy platforms to cloud, XaaS and other virtualised services.

**New IT and agile enterprise** using agile consulting, delivery models and tools to move rapidly from concept to execution.

**Data security and privacy** building a proactive approach to protecting data that safeguards citizen information while building trust.

**Workforce of the future** infusing skills to support new technologies and grow future opportunities for the organisation and staff.

WE SOLVE PUBLIC SERVICE CHALLENGES THROUGH INNOVATIVE, FIT-FOR-PURPOSE TECHNOLOGIES.

Accenture Public Service Technology Consulting approaches technology change in context. From advisory and planning through execution, we bring domain and technology know-how and big-picture understanding to everything we do. Those insights are at the core of how we help clients navigate New IT and adapt multi-speed IT, agile delivery methods to continuously build and upgrade new capabilities and services. The goal? To drive the “business” of government forward at the speed of technology.

**Seize new world opportunities**

Public service CIOs are responsible for navigating the changing technology landscape. We work with them through our Technology Advisory practice to develop strategies for realising their goals and making smart investments.

We advise on top-of-mind issues, such as balancing legacy investments with migration to digital and the cloud, adopting New IT, managing multi-speed delivery and operating models, evaluating vendors and platforms, and planning complex transformation programs.

**Optimise and deliver enterprise technology**

Public service organisations need to continuously evaluate and establish an enterprise technology solution that offers a flexible foundation to design, build, integrate and scale existing and New IT capabilities.

We work with IT organisations through our Intelligent Platform Advisory practice to optimise this foundation. Offering government-specific technology and security expertise, we focus on architecture planning and evaluation, technology architecture delivery, performance engineering and DevOps delivery.
In addition, we provide experienced program leadership and management, develop sound business cases and clear program requirements, and leverage an insight-driven and design-led approach to develop program-level testing strategies that scale and achieve business objectives.

A TRUSTED ADVISOR FOR TECHNOLOGY CHANGE

Accenture Public Service Technology Consulting is different because we work at the intersection of governing and technology. As a Forrester Research recognised leader amongst Business Transformation Consultancies, Q3 2017, we take on the most complex business and technology projects. Our focus is never on technology for technology’s sake. Nor do we ignore growing trends—particularly opportunities to advance government as a platform.

Whether projects involve small changes, sweeping transformation or something in between, we start with a focus on each client’s challenges. From there, our teams work as trusted advisors, determining which technology solutions, assets and ecosystem of partnerships can help a public service organisation achieve desired outcomes.

Our strengths include:

Technical expertise. From legacy systems to the latest digital tools and technologies, our people bring deep technical know-how to the public sector. Our areas of expertise include IT strategy, digital and analytics, cloud, infrastructure, security, architectures and ecosystems.

Industry knowledge. Our public sector experience spans all missions, all functional areas and all levels of government. As a result, we are well positioned to bring relevant commercial leading practices to the sector—tailoring such practices to each public service organisation’s unique needs.

Alliance partnerships. We offer unbiased insight, not proprietary IT solutions. We have built many long-time strategic alliances with leading platform and technology vendors. Drawing on these relationships, we guide organisations to right-fit technology solutions tailored to each client’s unique needs.

Commitment to innovation. Accenture has a deep corporate investment in research and development in emerging technology areas through our Accenture Technology Labs. We also make strategic acquisitions in key areas—such as service design and cloud—to provide clients with cutting-edge IT capabilities. Consider our recent acquisition of Cloud Sherpas, which has strengthened our cloud strategy and technology consulting, as well as our cloud application implementation, integration and management services.

Transformation track record. Helping organisations manage through the complexities of large-scale IT transformation is part of our DNA. Because we have “been there, done that,” clients can rely on us to shape and implement initiatives from strategy to execution to avoid common pitfalls and take advantage of leading practices.
Riding the Waves

Technology never stands still. There is a constant ebb and flow of old and new, traditional and cutting edge. By embracing change, public service organisations can turn the promise of technology into performance—for the organisation and the people it serves. When it comes to IT, these organisations will thrive by doing things differently and doing different things.

Most state and local government agencies, public health organisations, non-profits and higher education institutions are navigating uncharted waters. They recognise that the right technologies can reduce costs, streamline operational functions, and deliver mission outcomes in entirely new ways. They know that a new future is there for the taking. It is their opportunity to unleash it—and our privilege to help them deliver.
FOR MORE INFORMATION

Laura Webb
Managing Director, UK Health & Public Service, Technology Consulting
email  LinkedIn

Mark Jennings
Managing Director, Europe Health & Public Service, Technology Consulting
email  LinkedIn  Twitter

Carl Ward
Managing Director, Global Health & Public Service, Technology Consulting
email  LinkedIn  Twitter

ABOUT ACCENTURE

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions—underpinned by the world’s largest delivery network—Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With approximately 442,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives. Visit us at www.accenture.com.

Connect with us to learn more on delivering public service for the future:

Twitter @AccenturePubSvc

Copyright ©2018 Accenture. Proprietary to Accenture. All rights reserved. Accenture, its logo, and High Performance Delivered are trademarks of Accenture.