



The changing face of technology

Tax Administration for the 21st Century

13 June 2014



Bringing public administration into the 21st century

Some key themes from Startup-land

- Innovation as a service
- Big data and open data
- The changing face of social media engagement
- Bring your own device (BYOD) going mainstream
- Re-imagining IT services

Innovation as a Service



Innovation services available to agencies

- Crowdsourcing - tapping into local talent
- Ideation using design thinking and startup thinking
- Corporate incubation and acceleration to select and deliver projects quickly
- Use “Hackathons”, “Skunkworks” and “mindlabs” to rapidly develop APIs / visualisation

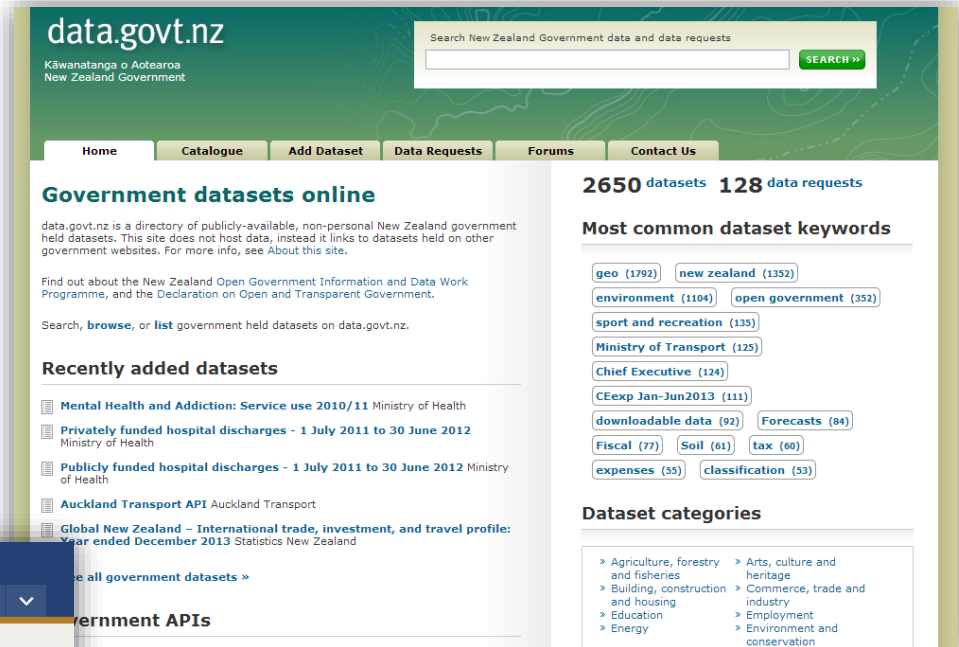
Why large organisations tend to do well on incremental improvements but struggle with true innovation:

- Innovative solutions tend to be disruptive in nature - threatening the status quo of internal stakeholders
- Organisations typically can't be highly efficient AND innovative at the same time as the two modus operandi require completely different mindsets and approaches
- Lack of conducive environments for innovation which requires unstructured activities, trial and error, unconstrained thinking, etc.
- Innovative thinking and behaviour cannot be "switched on" or acquired quickly in workshops.


Big data and open data

Key themes:

- Open APIs, documentation, standardisation
- Public data belongs to everyone - share what can be shared
- Atomisation of content
- Visualisation



The screenshot shows the data.govt.nz website. At the top, it says "data.govt.nz" and "Kāwanatanga o Aotearoa New Zealand Government". There is a search bar with the text "Search New Zealand Government data and data requests" and a "SEARCH »" button. Below the search bar are navigation tabs: Home, Catalogue, Add Dataset, Data Requests, Forums, and Contact Us. The main content area is titled "Government datasets online" and includes a description of the site as a directory of publicly-available, non-personal New Zealand government held datasets. It also mentions the New Zealand Open Government Information and Data Work Programme and the Declaration on Open and Transparent Government. There is a section for "Recently added datasets" with links to various datasets like "Mental Health and Addiction: Service use 2010/11", "Privately funded hospital discharges - 1 July 2011 to 30 June 2012", "Publicly funded hospital discharges - 1 July 2011 to 30 June 2012", "Auckland Transport API", and "Global New Zealand - International trade, investment, and travel profile: Year ended December 2013". On the right side, there is a section for "Most common dataset keywords" with tags like "geo (1792)", "new zealand (1352)", "environment (1104)", "open government (352)", "sport and recreation (135)", "Ministry of Transport (125)", "Chief Executive (124)", "CEExp Jan-Jun2013 (111)", "downloadable data (92)", "Forecasts (84)", "Fiscal (77)", "Soil (61)", "tax (60)", "expenses (35)", and "classification (33)". Below this is a "Dataset categories" section with a list of categories like "Agriculture, forestry and fisheries", "Building, construction and housing", "Education", "Energy", "Arts, culture and heritage", "Commerce, trade and industry", "Employment", and "Environment and conservation".



The screenshot shows the Ministry of Justice Justice Datalab website. At the top, it says "MINISTRY OF JUSTICE" and "Justice Datalab". There is a navigation bar with "Home" and a dropdown menu. The main content area has a paragraph: "This site allows you to explore Ministry of Justice information - build your own graphs of Conviction data, review our back catalogue of research and evaluation, or you can contact us to request some specific information and analysis." Below this is another paragraph: "The Justice Datalab is being run as an initial trial. Its future functionality will be reviewed after three months of operation, following an assessment of usage patterns." At the bottom, there is a section titled "Explore Conviction Data" with a sub-header "Take Conviction data and specify the offences, sentences and locations of interest." and a sub-header "Create your own graphs, analyse the patterns, save the data and share by email." To the right of this text is a bar chart showing conviction data.

Call to action for agencies

- Work with developer communities to define open APIs
- Use visualisation to bring data alive
- Provide information people want to know – don't just publish internal KPIs

Social media on the move

Update your social media engagement strategies ...

Fading

- Facebook
- Blogs
- Podcasts
- RSS



Plateauing

- Pinterest
- Twitter
- Instagram



Gaining traction

- Snapchat
- Whatsapp
- Viber



Bring your own device (BYOD) going mainstream

Benefits and opportunities

- increased employee satisfaction (more flexibility to perform work related tasks)
- cost savings (reduced hardware spend, software licensing and device maintenance)
- productivity gains (employees are happier, more comfortable and often work faster with their own technology).



Taking advantage of BYOD and addressing risks

- develop clear guidelines but avoid over-regulation (e.g. choice of device) or general “bans” of all devices
- establish mobile device management services
- manage access and privacy - provide private/public clouds – hybrid clouds

Re-imagining IT services



Frontend

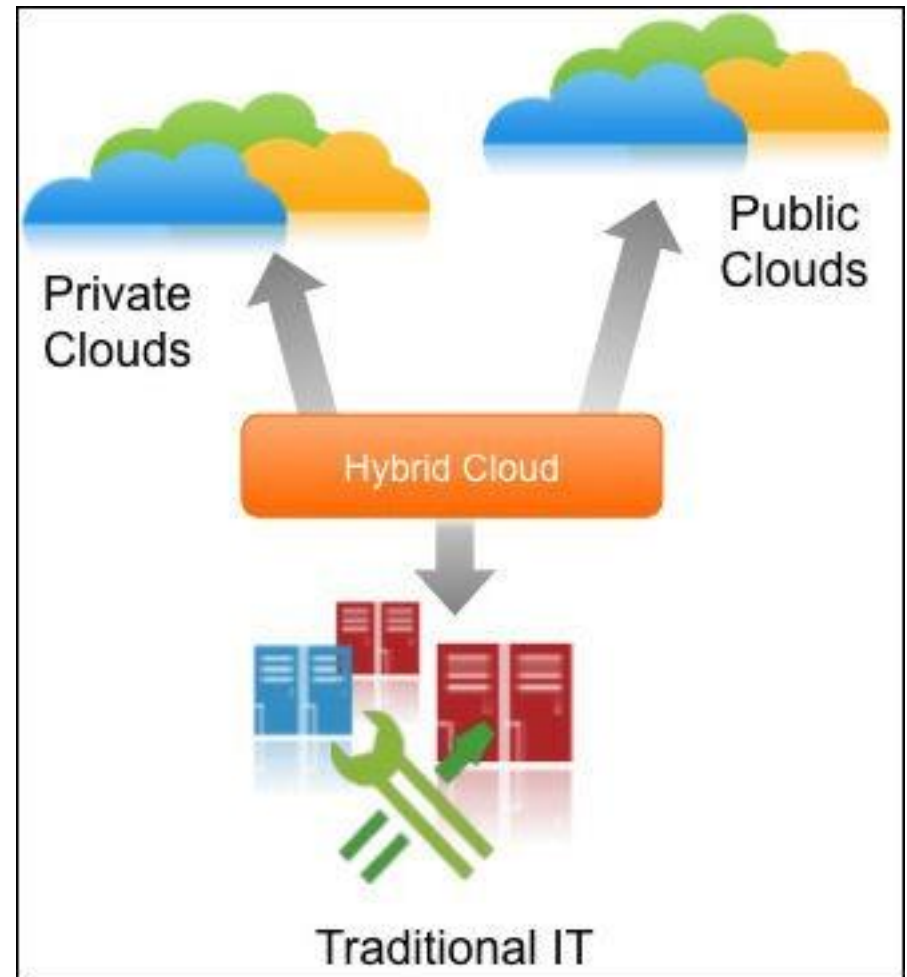
- Embrace design thinking and customer centricity – start with an ideal end user experience, unconstrained by what's currently possible / available
 - Develop lightweight point solutions – avoid massive ICT infrastructure projects that aim to “do it all” on one platform / in one system
 - Focus on usability rather than feature richness
 - Develop applications using a “mobile first” and “social” philosophy
- Reset / rethink engagement with your target audience and service delivery platforms / business units

Re-imagining IT services

Backend

- Embrace open cloud / hybrid cloud architectures
- Use APIs to insulate infrastructure complexity from application design
- Differentiate all systems essentially into systems of record or systems of engagement
- Make use of Platform as a Service providers

→ Reset the contract between your IT department and business units



Summary

Key take-aways

1. Recognise that true innovation is inherently inefficient – don't demand from your staff to be efficient and innovative at the same time
2. Collaborate with startups, crowds and local talent to develop truly innovative, customer centric solutions that can be delivered quickly
3. Team up with credible, well connected delivery partners - avoid the all-too-common approach of “we know how to do this better ourselves”
4. Build lightweight point solutions based on a “mobile first” strategy – focus on API development and avoid massive IT projects that aim to build “the one system that does it all”
5. Embrace emerging technologies – avoid general bans and uber-restrictive policies that stifle productivity – manage risk through simple and effective controls



*Creative***HQ**

Business incubator

