



# The future of the public sector

**A report to explore UK citizens' expectation of public services during the COVID-19 pandemic and beyond**

**/thoughtworks**

# **A future looking report to explore UK citizens' expectation of public services during the COVID-19 pandemic and beyond**

**By Thoughtworks**

This report has been compiled using independent market research conducted with a nationally representative sample of 2,000 adults in the UK in April 2020 through Maru/Blue. The aim of this study was to understand citizens' expectations of public services now and in the future.

## **About Thoughtworks**

We are a global software consultancy and community of passionate purpose-led individuals, 9,000+ people strong across 48 offices in 17 countries. Over our 25+ year history, we have helped our clients solve complex business problems where technology is the differentiator. When the only constant is change, we prepare you for the unpredictable.

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## Introduction

As the events of 2020 have shown, predicting the future accurately can be challenging. Few anticipated the global coronavirus pandemic or the subsequent economic fallout it has caused.

But while singular events like this might be rare and unexpected, it has also served to highlight and accelerate a number of well-documented societal and technological trends that were occurring in many countries, including the UK.

This is certainly true when you look at the public sector in the UK. This is a diverse sector, employing 5.42 million people, according to the Office of National Statistics<sup>1</sup>. These people are employed across a range of areas: from healthcare, social work, education, local government, housing and refuse collection, and includes those employed in a variety of support services, from IT and human resources to administration.

This is a sector that has undergone significant change in recent years. This report takes an in-depth look at the challenges it currently faces, and assesses the effect of the recent COVID-19 crisis, to predict how public services might evolve over the next decade.

Much of this analysis is based on research conducted amongst the general public by Maru/Blue on behalf of Thoughtworks. These surveys asked people about how they value public services, how they currently use them, and how they would like

1. <https://www.prospects.ac.uk/jobs-and-work-experience/job-sectors/public-services-and-administration/overview-of-the-public-services-sector-in-the-uk>

to do so in the future. It also asks citizens to consider whether they would be prepared to pay more, via taxation, for these valued services.

## The Thoughtworks view

Throughout this report David Howell, Portfolio Director, Public Sector at Thoughtworks provides comment on the subjects covered in each chapter. You'll find this clearly marked at the end of each chapter. If you find these comments interesting, expand your network and connect with David by clicking on the information below.



### David Howell

Portfolio Director at Thoughtworks





# Coronavirus –

a catalyst for change

## **Coronavirus – a catalyst for change**

The coronavirus pandemic and the economic lockdown that followed have created financial difficulties and technological challenges for businesses and organizations across the UK.

But for the public sector in particular, it has also created a significant opportunity. Research shows that the COVID-19 crisis has prompted a change in how people view the public sector, with the overwhelming majority now viewing it in a far more positive light.

This has, of course, been driven by the positive public reaction to those working in the health services who have been on the frontline of this crisis. But as the figures below show, this uptick in appreciation extends across a whole range of different services, including those working in less visible and often undervalued roles — for example, those helping care for the elderly, or ensuring refuse and recycling is collected and processed.

Furthermore, around one in ten (eight percent) say they value “all aspects” of the public sector “a lot more” now when compared to pre-COVID days.

**In fact, the new Thoughtworks research shows that almost nine out of ten people in the UK (88 percent) say they now value the public sector more than they did before the pandemic.**

One of the consequences of the pandemic has been a renewed focus on social purpose, community spirit and corporate behavior. This extends from the public sector into private sector companies, charities and other organizations, such as football clubs, with a number being singled out for 'good' or 'bad' practices during the recent health crisis.

For example, there was widespread criticism of football clubs furloughing low-paid staff while continuing to pay star players – although it should be mentioned recently UK businesses have voluntarily returned £215M of furlough money according to HMRC figures. In contrast, other businesses have been praised for paying staff in full, or using their resources to help tackle ongoing problems – for example, perfume makers who started manufacturing hand sanitizer, or fashion chains making PPE for NHS staff to help with widespread shortages.

These higher-profile cases help reinforce a view that an organization's purpose should be about more than just profit margins: many citizens expect private and public sector businesses to treat their staff fairly, serve their customers and help protect their wider community and environment.

As the table below shows, private businesses who act in this way, alongside many parts of the public sector are now more valued by citizens as a result of the COVID-19 crisis.

It is clear from this list that the sectors that have seen the biggest boost to their reputations are those that have been directly involved in the response to coronavirus. The health service is of course the most obvious example, but the armed forces have also been valued for their logistical role in helping to organize mobile testing sites, while HMRC may be more valued for the role it played in freezing taxes and small business rates.



Table one: Organizations/ sectors valued more following coronavirus pandemic

Sector	Percentage citing this service
Hospitals	65%
Care homes/ support for elderly	41%
GP network	36%
Armed forces	31%
Private firms acting with public sector conscience	28%
Schools	25%
Law enforcement agencies	23%
Local government/ councils	15%
HMRC	12%

## 1.1 Value is not income dependent

The survey shows that these views do not vary significantly across income bands. For example, 52 percent of those earning more than £150,000 still rate hospitals and those working in them more highly, as a result of this crisis. This relates to a 65 percent approval rating from those earning between £12,500 and £50,000.

In some cases, this uptick in appreciation has increased more among higher-earning groups, who theoretically would be able to afford private provision. For example, 47 percent of those in this highest income group now rate the armed forces more highly, compared to 36 percent of those in the lower earnings bracket.

## 1.2 The digital challenge

The coronavirus pandemic has altered many aspects of people's lives, with the restrictions on day-to-day movements and economic lockdown causing radical changes to how people communicate, transact and interact with a whole range of organizations: from their employer, to supermarkets, banks, schools, and GP services, to name but a few everyday services.

In many ways, this has simply accelerated a longer-term trend, which has seen people shift towards digital services that can be accessed on computer and mobile devices.

However, there has been a sea-change in how people have used these digital services during the lockdown. Rather than simply providing an additional 'nice to have' option, individuals and families have been totally reliant on this technology to live their lives. This has raised the bar in terms of how people are engaging with these tools and, more importantly, their expectations of it.

Previously there have been predictions that we might shift to a 'digital Britain' within the next decade or so. But for many families and individuals this future arrived earlier than expected, with the unprecedented circumstances of lockdown forcing many to be fully immersed in a 'total' digital existence for a number of weeks.

Citizens have had to rely on these digital services across all aspects of their lives – and it is clear that in some cases frustrations started to show.

Many private companies – for example, financial services companies and supermarkets – invested heavily in technology and remote digital services prior to this crisis. These companies have been able to migrate their customers onto robust existing systems, although in some cases even these were not always able to cope with the huge upsurge in demand.

In contrast, there has often been less investment in these outward-facing services within the public sector. GP services, for example, may have offered email appointment systems, or remote access options. But these have not necessarily been the primary means of contact prior to this.

During a period when this was the only means people had to engage these services, citizens needed this technology to be intuitive and responsive.

This research indicates that many citizens do not have a positive experience when it comes to using public sector digital services.

Almost a third of respondents (30 percent) said the technology has not worked well. As table two shows, these frustrations were more keenly felt among younger ‘digital natives’, where almost one in two (48 percent) under 35s expressed frustration with the way these services are currently being delivered.

Table two below also indicates the proportion of people who have found technology enhancing their ability to carry on their lives at home, and incidences where it has not worked as well.

As the table shows, when it comes to public services – such as booking a GP appointment, or remote schooling – more people

have found technology a help rather than a hindrance. But the positive figures for these services are significantly below those for many essential services offered in the private sector.

Table two: Has technology helped you with these everyday activities?

	Helped my ability to carry on at home	Not worked well
Keeping-up-to-date with the latest news on social media/ online	57%	10%
Connecting with other family members via chat rooms/ Skype	54%	9%
Paying for goods online/ via phone	44%	11%
Local government information on social distancing and venue closures	44%	14%
Connecting with parents/ elderly relatives via chat rooms/ Skype	33%	11%
Ordering my food online shopping/ essentials online	31%	25%
Video-conferencing/ calls with colleagues/ customers relating to work	30%	9%
Accessing self-help media advice online	27%	13%
Effective remote working - e.g. file-sharing/ access to documents	27%	10%
Liaising with my GP/ getting help from the NHS	25%	13%
Remote schooling for my children	18%	11%
Ordering toilet rolls online	16%	18%

## 1.3 Thoughtworks' view

**David Howell, Portfolio Director**

**Public Sector at Thoughtworks comments:**

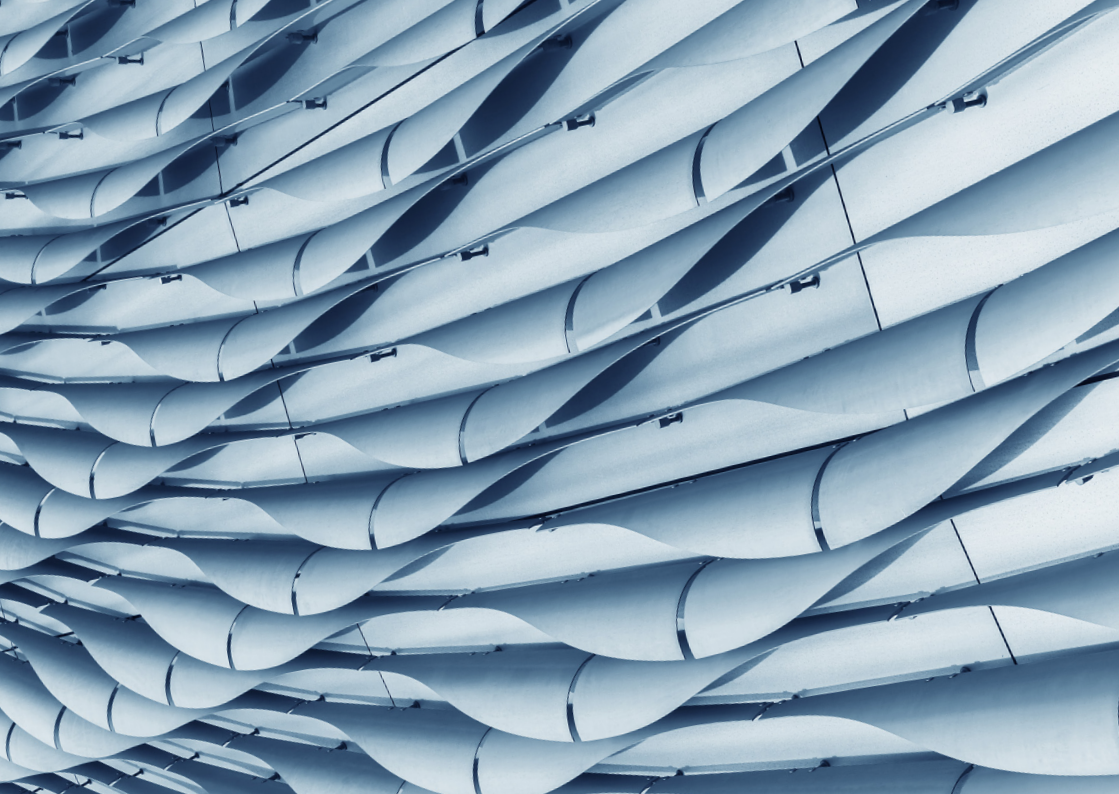
The last six months has only served to highlight the weak spots in end-to-end citizen service delivery. What underlies these weak spots are cultural attitudes, historical ways of working and dysfunctional organizational structures working in silos, which are often slow, restrictive and not aligned to the outcome for the citizen.

Today, the public sector is working in a new way that works to deal with immediate issues and, in more ways than one, this restructuring has actually proven to be more efficient. Within this, every member of the organization is focused on delivering the same outcome – and to have a whole team working towards the same end goal is a very powerful thing. Events of recent months have spurred public sector departments to form teams outside of the normal silo construct and to work collaboratively towards a clearly defined – and shared – outcome.

The outbreak has also made us think differently about funding within the public sector. Historically, budget allocation and money flow has proven, at times, to be problematic, and some departments are left having to make do with very little. One of the positives for the breaking down of silos has been a focus on outcomes and deliverables, which means the money has been concentrated on the areas that really need it.

Taking these lessons forward is a rare opportunity to reinvent and break free from these inefficient ways of working. Here,

we can accelerate positive changes that might otherwise have taken years. We need to look at how we can take the pragmatic actions of the last few months, and drive similar enduring change.



# Paying for the public sector

## **Paying for the public sector**

A renewed appreciation of the public sector has been tempered by the realism that there needs to be a serious long-term investment if it is to ensure it continues to deliver these valued services.

When it comes to asking members of the public where they want to see this investment focused, it is not surprising that healthcare is their overwhelming priority.

As table three shows, people don't just want vague political promises to 'spend more on the NHS' – there are specific areas identified where a clear majority of the public say there is a need for greater investment in the future. These include spending on hospitals, care of the elderly and GP services.

This need to spend more does not just apply to public services. Given the wide-ranging effects of the coronavirus, it is perhaps not surprising that there is a recognition that the Government may have to support other parts of the economy too.

In fact, there is more support for increased government spending to help small businesses and high street shops, than there is for more resources to be invested in other key public sector services, such as the police and the armed forces.

The research shows that members of the public, not surprisingly, have strong views on how public money should be spent, and which services should be prioritized.



Table three: Public sector services which require long-term investment

Government spending priorities	Percentage of the population who support greater investment into this service
More cash for the NHS to treat patients and pay staff	66%
More resources for NHS helplines	56%
Care for the elderly/ social care	55%
Mental health resources and capabilities	47%
Resources for GPs and shorter waiting lists	45%
Tax breaks/ grants for small businesses	42%
Resources to local authorities to support vulnerable people	42%
Lower business rates to help high streets recover	41%
Universal credit to be more widely available	37%
Extended statutory illness period	27%
Resources for law enforcement services	24%
Public health information campaigns	24%
Resources for armed forces	20%

But given the breadth of the various services and sectors requiring greater investment that are listed above, the reality is an increase in public sector funding on this scale may involve a significant increase to general taxation.

The key question is whether people are prepared to pay more in taxes to fund this increased investment.

## 2.1 The tax conundrum

The research also shows that there is a huge groundswell of support for a wide range of public services, and this extends far beyond healthcare and education.

When asked what the priority areas should be for future investment, there was support for a whole range of services, including social care, law enforcement, probation services, the environment and pension and welfare benefits.

However, while the public wants the Government to prioritize these public services and not prune them back, it doesn't necessarily want investment in these areas to be solely funded through increased spending and higher taxes.

Here, the research shows a marked difference in how people view different parts of the public sector. While 63 percent of those surveyed said they would be prepared to pay higher taxes to ensure there was sufficient investment in the NHS and hospitals, only 14 percent of people were prepared to pay higher taxes to ensure future funding of the probation service.

Similarly, most people did not want to pay higher taxes to invest in prisons (17 percent), higher education (19 percent), public health campaigns (22 percent) and environmental improvements (28 percent).

These figures remain remarkably similar across gender and employment status. Those in full-time employment showed a similar reluctance to pay more tax to fund prisons, probation services or public health campaigns as those who are retired, students or running their own businesses.

There was a similar willingness to pay more tax to ensure a decent health service among stay-at-home parents, the retired and the unemployed as there was among those in full-time employment.

## **2.2 Streamlining services**

It may seem somewhat contradictory to support higher investment in public services, but not want to pay any more to fund this investment.

As was detailed in chapter one, people increasingly want private sector companies to demonstrate a social purpose as well as making a profit. Here, the reverse also appears to be true: the public sector has to keep an eye on profit margins. In other words, the coronavirus emergency has demonstrated the value of these public services but the citizens who pay for them via their taxes want to ensure that they are delivered as cost-effectively as possible.

As table four shows, there is the increased expectation that the public sector needs to modernize and embrace technology in a bid to drive these cost efficiencies, helping to reduce the additional investment needed by the government.

In fact, almost one in two people surveyed said they wanted to see technology efficiencies in primary and secondary education, higher education, probation services, and public health campaigns so they would not have to pay higher taxes to fund these services.

Table four: Public sector services which require long-term investment

	What public services should be a priority	Percentage of people who would pay more taxes to support investment in these services	Percentage who want to see technology efficiencies so they do not have to pay more
Emergency services	94%	56%	32%
Healthcare/ NHS	95%	63%	26%
Social care	92%	45%	38%
Mental health	92%	45%	38%
Law enforcement	91%	37%	43%
Pensions & welfare benefits	90%	37%	42%
Teaching (primary & secondary)	89%	30%	47%
Public health campaigns	87%	22%	50%
Armed forces	88%	33%	42%
Social housing	85%	28%	39%
Green/ environment	83%	26%	39%
Higher education	82%	19%	47%
Probation services	81%	14%	49%
Prisons	80%	17%	47%

Whilst there is a clear desire for the Government to protect national services, there was, in contrast, more of a willingness to see local government services pruned back. When asked what should be the first areas that they would be prepared to see go, 38 percent of those surveyed said media and communication services; 34 percent said surveying and town planning and 25 percent cited architecture, housing and heritage.

## 2.3 Thoughtworks' view

### **David Howell comments:**

It is clear that most people are happy to pay a bit more to protect the vital public services that we all rely on. Support is at an all-time high and no-one wants to see these services pruned or cut back in another extended period of austerity. However, the public is not willing to sign a blank cheque. There is the expectation that in return for greater investment, cost efficiencies will be made, particularly when it comes to embracing new technology.

With the general public calling for greater investment in the public sector, we have to be mindful of where the funding is allocated. A higher percentage of each pound invested must go towards delivering citizen outcomes and not into a black hole of ever-growing operating costs.

A lack of funding can also impact the amount of time that key workers have to do their jobs on a daily basis. Many experience problems with the administration side of their work because the technology systems in place are difficult to use or out-of-date. With technology, it is very important that we go beyond an attractive 'front end' experience and actually ensure that the people who work within these organizations have quick access to the right tools and data. Ease of access means we need to make sure tech-enabled services are readily available and easy to consume so that people can spend their time on the right things, which is even more important given an under-funded public sector.

**There is a case to be made that we need to permanently reduce spend on ineffective back office processes. While this will cause short-term pain, if the savings are redirected towards true digital transformation, it can result in greater investment in vital services - that can become easier and more intuitive to use and are more efficient to run.**

### **Tech as the solution to eliminate inefficiencies and redundancies**

Twenty years ago, technology was seen as this kind of 'cost centre', but over time we have come to rely on it and it is critical to the success of any private or public organization. We therefore need to take ownership over it and move away from outsourcing contracts to third parties – which we have seen across government.

Organizations need to better engage with their suppliers and the overall ecosystem needs to be improved to make sure it can deliver value quickly for that continuous improvement mantra that is so important. One of the key things here is data which is locked into old systems and has been around for a long time. One of the challenges is how we use the data safely and carefully in the quest to provide better services to the community.

Furthermore, strategic thought needs to be given to how we use data to help leaders and decision-makers make better decisions with accurate data that reflects how the service is running, not with approximations or second-hand observations. At the moment there's still a lot of anecdotal evidence shaping public sector decision-making, because the data is not readily accessible and doesn't tell the full story.

The heightened appreciation for the public sector comes with the heightened expectation of what it can deliver – users need services to be easy to find, accessible at the point of use and easy to engage with. The public sector is not quite at the stage where it needs to be. So the question is what do we do to remedy this and how do we do it? Flexible and modern technology needs to be in place for us to move forward and it needs to be a heartbeat of planning and strategic thinking for the future.



# Looking to the future –

Public services in 2030,  
and beyond



## **Looking to the future – public services in 2030, and beyond**

Technology not only has the potential to deliver cost savings for the public purse and the taxpayers who fund it, it can also help transform the way people use these services, delivering more efficient and flexible services, ensuring citizens continue to value the sector for years and decades to come.

There is clearly not only a widespread desire for a more modern public sector, but the expectation that this will happen.

Thoughtworks research found that more than eight out of ten people (84 percent) said that better use of technology will radically transform the public sector by 2030.

### **3.1 Transforming public services**

How will technology improve our public services? It is clear that this isn't just about getting a GP appointment promptly, but delivering significant and measurable improvements across a range of key metrics.

Those surveyed highlighted a number of ways in which technology could help enhance current services, and how better use of tech can deliver real improvements to the way public services are run.

### **3.2 What changes will the public see?**

The issues raised above relate to wider questions of how services provided by the public sector could be enhanced by utilizing technology.

Table five: Building better public services

How technology can improve public service	Percentage of people
Respond faster to national emergencies	45%
Making public services cheaper to run	38%
Improve community health and wellbeing	38%
Ensuring remote and rural communities receive better access to services	32%
Adapt to demographic changes/ ageing population	28%
Ensure fairness/ inclusivity	28%
Respond to increased demand for public services	21%
Drive efficiency in more complex work environment	17%
To fully digitize the public sector	16%

But what changes might be seen by those using these services, be they patients, pupils, homeowners, taxpayers or local residents in any area?

While 84 percent predict a radical transformation to the public sector, this research probed deeper to explore what sort of day-to-day changes they might expect in the years ahead – and whether these are starting to be seen already in some cases.

The results make for some interesting reading: it is clear that people's recent experience of relying on video communications and remote digital services, has led to increased expectations that the public sector will be able to deliver a similar level of interconnectivity within the next decade.

As table six shows, the change most widely expected is the ability to conduct GP appointments from the comfort of your living room via video conferencing apps, such as Skype. This

Table six: Technology innovation today, that could be mainstream by 2030

Innovation and modernization of public services	Percentage of respondents predicting this change will be commonplace by 2030
Speak to GP via video calls	30%
Online family medical passport	27%
More integrated public transport system	26%
Online/ remote schooling	23%
Online technology to improve diagnosis of health conditions	22%
Medicines re-ordered by AI	22%
Tax and benefits to be automatically assessed	21%
One identity for all legal and money issues	17%
Usage-based tax	16%
One app to access a whole range of public services	15%
Police able to monitor crimes before they occur	15%
Ability to personalize/ bespoke public services to individual needs	15%
Machine learning for treatment plans	10%

has been possible during the lockdown, and almost one in three (30 percent) expect this to be a standard service option by 2030.

A significant number of people (27 percent) also expect to be able to have online medical passports, which will cover their entire family. This should make it seamless for them to access different parts of the health service — be it GPs, consultants, dentists, physiotherapists or other private practitioners — who, with the appropriate permission, will be able to access their confidential medical history.

Outside of healthcare, more than one in four people (26 percent) expect that technology will make public transport more integrated, allowing people to use contactless cards or mobile payment methods to complete journeys that are using different modes of transport, or operators.

Meanwhile, 23 percent anticipate that this technological revolution will have a notable impact on education, with online and remote schooling options becoming the norm alongside the face-to-face classroom experiences.

Some of the changes may sound futuristic to us now: with predictions of machine learning and artificial intelligence (AI) being used to help formulate treatment plans for certain conditions, and even automatically order appropriate medicines. It is also suggested that these ‘smart’ systems, which are hooked up to digital banking and employment records, could enable tax offices and local governments to automatically calculate tax and benefits due, saving many people the laborious task of completing complex forms.

### **3.3 Future-proofing public services**

This innovation isn’t just about delivering more efficient and user-friendly services to citizens. It can also help ‘future-proof’ the sector, by addressing a number of the major long-term challenges that it faces.

Almost nine out of ten of those surveyed said that these issues need to be tackled in order to protect these vital services into the next decade, and beyond.

There are a number of issues facing the public sector. These include a skills shortage — cited by almost one in two

respondents (48 percent). Although the economic problems caused by the coronavirus will lead to rising unemployment, there is still likely to be a chronic shortage of certain key skills and vacant posts. This can range from highly technical areas, such as IT, to nurses and care workers who provide the backbone of care within the health service.

Other issues include the ageing population — cited by 43 percent of respondents. This is likely to create far greater demand for care services: in hospitals, in nursing homes as well as at-home care. At the same time, an ageing population means that there is likely to be a smaller number working and paying taxes in order to pay for this growing retired population, who will be statistically likely to suffer more health problems as they age.

Other longer-term issues include maintaining public trust and confidence in the public sector (cited by 39 percent); cyber security (26 percent) and investment in skills (25 percent).

## **3.4 Thoughtworks' view**

### **David Howell comments:**

Public sector services may look radically different by 2030 – but some of these changes are already starting to happen. Healthcare, education and local council services have all had to fast-track digital services during the coronavirus lockdown and these are likely to become an increasingly important part of their delivery channels going forward.

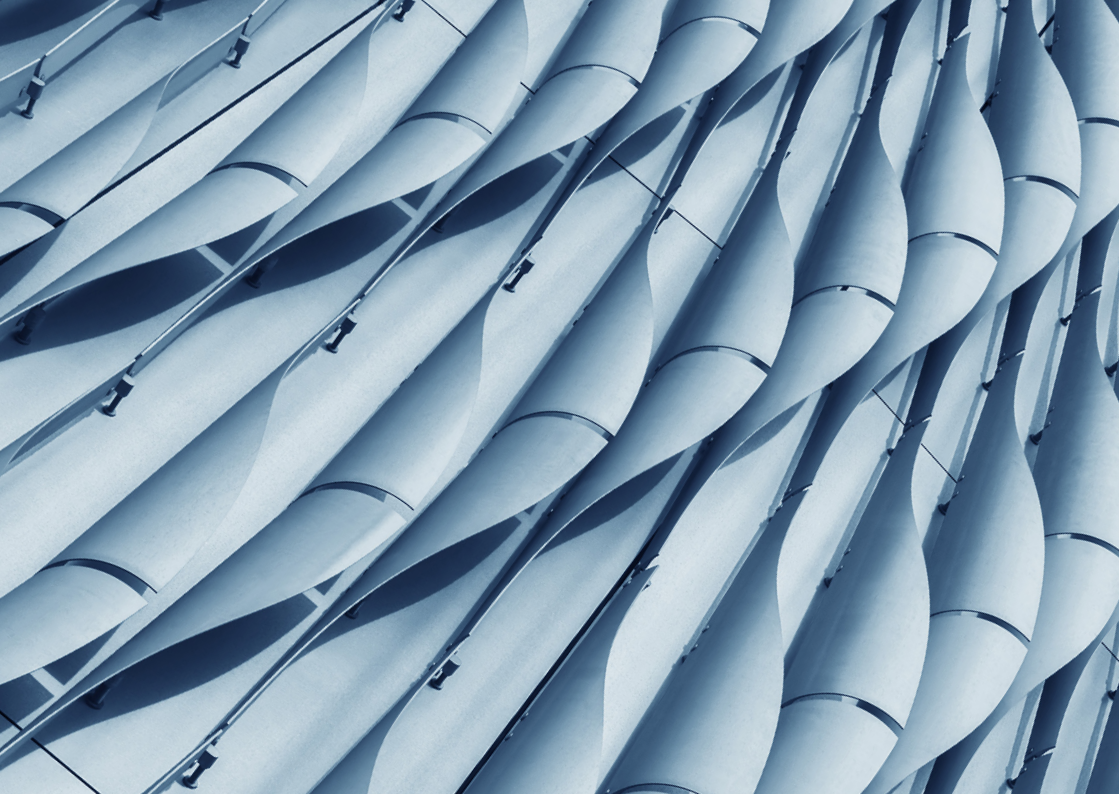
The value of new mindsets and approaches in the midst of sudden disruptive change has been demonstrated over the last

10 years within several public sector organizations. My view is this needs to accelerate massively – and requires change in the culture not just of tech delivery but also the operations, policy and commercial aspects.

The future is all about end-to-end services. To be part of this kind of entity within a big department, you need to be conscious about how that service is being delivered and organize teams and functions to contribute towards a seamless user experience. The public sector today is run in silos, and the technology is an output of how departments work independently of one another. The tech result is therefore systems that are disjointed, slow and expensive to change.

The goal for the future is to start with the end user, to understand their journey and for departments to work together to support this. It is also important to drive organizational change to reduce dysfunctionality. This change defines the way technology and data need to be understood and used in the future.

To deliver the quality of service citizens expect and deserve, the public sector needs to accelerate its adoption of innovative new technologies to deliver high-quality and responsive citizen services. When you have an established service that has been running for a number of years, organizations have a responsibility to trial new kinds of technology that could improve the quality of the service. This is what we have seen companies like Spotify and Amazon do in the last few years with behind-the-scenes trials of online features that they only make available to a few thousand people: if it doesn't work, you can learn from the experience thorough data; if it does work, then you can make a more efficient service available to everyone.



# Spotlight on data privacy

## Spotlight on data privacy

New technology will inevitably help modernize the public sector, as well as other organizations. But it also presents challenges, not least around data privacy and cyber security.

Many public sector services — from healthcare, law enforcement, tax offices and education — hold highly sensitive information about private individuals. When looking to enhance digital capability, it is important to ensure robust cyber security.

However, this often involves high levels of security screening, such as facial recognition and biometric monitoring, and questions remain as to how comfortable citizens are with this new technology and the pace at which it is being developed.

The research took a more in-depth look at some of the issues around data privacy.

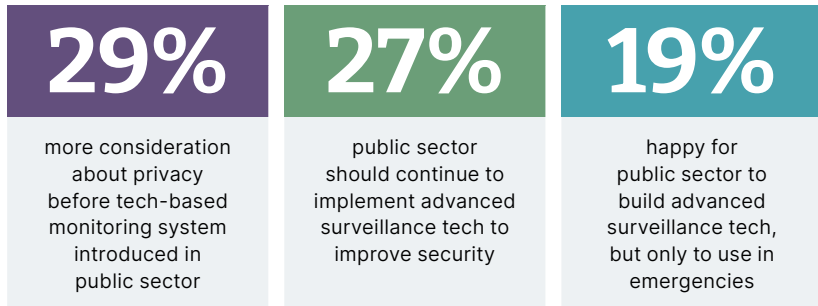
It is clear there remain concerns, as shown in Figure 1 below, with almost three out of ten people (29 percent) saying they would like more consideration about the long-term implications for privacy and other human rights before new types of technology-based monitoring systems are introduced in the public sector.

This figure remains consistent among men and women, and does not change by employment status. Those in employment are just as concerned as those working part-time, retired or unemployed.

However, while the research highlighted concerns it also showed there was a similar proportion of people (27 percent)



Figure 1: Concerns about data privacy



who think the public sector should continue to pursue and implement advanced surveillance technology in order to increase security. A further 19 percent said that they were happy for the public sector to build strong surveillance capabilities but they should only make use of these during emergencies.

What is clear is that this is an issue where public opinion, and the legislative framework around it, is evolving. This is not just an issue that affects the public sector, or the UK, this is a question that is being grappled by governments, companies and organizations globally.

## Thoughtworks' View

### David Howell comments:

Over the past decade, the explosion of accessible computing power has led to massive leaps forward in the ability to process data and extract insights from it. But the value of your data is closely tied to your ability to manage it, an area in which public sector organizations are falling behind. The NHS spends over

a billion pounds of our money a year wrangling data, from hospital performance through to diagnosis data which it gives to any number of statisticians and scientists – who then work the data to get some insights from it. That's not a sustainable state to be in.

With daily dashboards and statistics headlining news reports for months – as we have seen with the coronavirus – public awareness of data including its power and shortcomings has never been higher. And the reality of just how broken the government's data ecosystem is has never been clearer.

New thinking and culture needs to take root around data in the public sector – elevating it to a first-class outcome alongside delivery of policy intent and great user experience.

Data sharing needs to become much more ubiquitous and frictionless, whilst attaining the highest standards of privacy and security to guard against abuses. The way that systems are designed and the way that data is captured by humans can be problematic.

In the GDPR and the data protection age, the whole emphasis is that people should be able to enquire what data is held on them, how it's stored and how it's used. People own their own data and in the coming years they will expect and demand more from it and how it is used. The day is coming when citizens will get alerts on how their data is being used. This makes organizations more accountable than ever before on how they use data and it requires them to re-think their technology and to modernize their legacy systems in order to become more agile, seamless organizations.

This is the future and it's simply not an option for the public sector not to be on this road. This is both the scale of the task ahead but also the opportunity on what can be achieved to invest in and protect the public services of the future.

## **Get in touch with us at**

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