

#### How Converging Technologies Transform Government

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### Meaning what we say ...

'We put our customers first - right?'

'OK - get ready to turn the organisation inside-out for them'



## Driving change from within

- Customers first
- Service quality
- Reducing costs
  - Investment
    - Careers



### Introducing South West One

- Public / Private partnership
  - A joint venture company
  - A 'framework contract'
- Open to all public bodies in the region



# What does SW1 encompass?

- 'Back office' and 'Front of house'
  - World class technologies
  - World class procurement
  - Enterprise-wide transformation



## Why was it so difficult?

The spirit of partnership is weaker than the spirit of independence





Inertia towards change

Vested interests

Organisational terrorists

Misinformation & disorganisation

Challenges within organisations





Institutional chauvinism

Phoney competition

Politics & politics

Misplaced rivalry

Challenges between organisations





'Conflicting' values & rationalities

The spectre of competition

Organised opposition

A distaste for profit

Public-Private sector tensions





Nothing happens without a dream

It's not just about contract technology

It's not just about benefits realisation

It's not just about business planning

It's About Leadership



#### In Summary

- Re-engineering behaviour is the lever
  - Leadership is the fulcrum
  - Clear political leadership
  - Resolute managerial leadership