



Future of Local Government

Local Government Managers Association
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Key topics



The future of local government demands a fully connected enterprise



KPMG Connected Enterprise for local government



The path to a greener future can begin with leaders at the local level



Modern workplace cultures can reflect the values of today's emerging professionals



Going 'behind' the scenes to put customers in front



Trust is key to unlocking digital identity, security and data insights



Redesigning services using timely customer data, analytics and insights



Delivering a new world of personalised government services to customers

The future of local government demands a fully connected enterprise



Key areas targeted through Connected

- Customer experience
- Service delivery
- Enabling processes and functions
- The required IT capabilities/data architecture

Looking through five lenses, it's important to connect

- 01 ...customers with compelling opportunities and interactions
- 02 ...and empower employees to deliver on the customer-centric experience
- 03 ...front, middle and back offices to execute on the customer-centric agenda
- 04 ...ecosystems of partners to jointly deliver on commitments to customers
- 05 ...to market dynamics and digital signals



Eight critical capabilities of a connected enterprise

Organisations investing in all 8 capabilities are 2x more likely to achieve success

The path to a greener future can begin with leaders at the local level



The journey includes innovative social and governance initiatives

- While local authorities continue driving progress on social and governance initiatives, they should increase their focus on **environmental programs** that make a difference.
- Governments and their partners should focus on **performance management**, closely aligning it to **ESG initiatives and goals**.



Making real progress on the green agenda is crucial.

The UN's SDGs can provide a metric or benchmark for embedding sustainability.

- **75%** of councils in the UK have declared a climate emergency and are taking action to reduce their own carbon emissions¹
- **Half** of the UK's local government councils have committed to reaching net zero by 2030 or sooner, in advance of the UN's 2050 target date¹

[1] Local Government Association, UK (2021): <https://www.local.gov.uk/topics/environment-and-waste/climate-change>

Modern workplace cultures can reflect the values of today's emerging professionals



Connecting and empowering employees to deliver on customer-centric experiences



In the office takes on a new meaning

Virtual meetings likely to stay, and can be a more valuable form of engagement with use of collaboration tools.

Creating flexible work environments

Leaders should make it clear that it is everyone's job to help the organisation achieve its desired outcomes.

A new sense of 'purpose' is essential

A sense of purpose can be a key differentiator in recruiting/retention, as culture moves towards agile & collaborative ways of working.

Engaging the broader workforce

Volunteers and elected officials need to be supported in similar ways to employees – they are all part of the local government workforce.

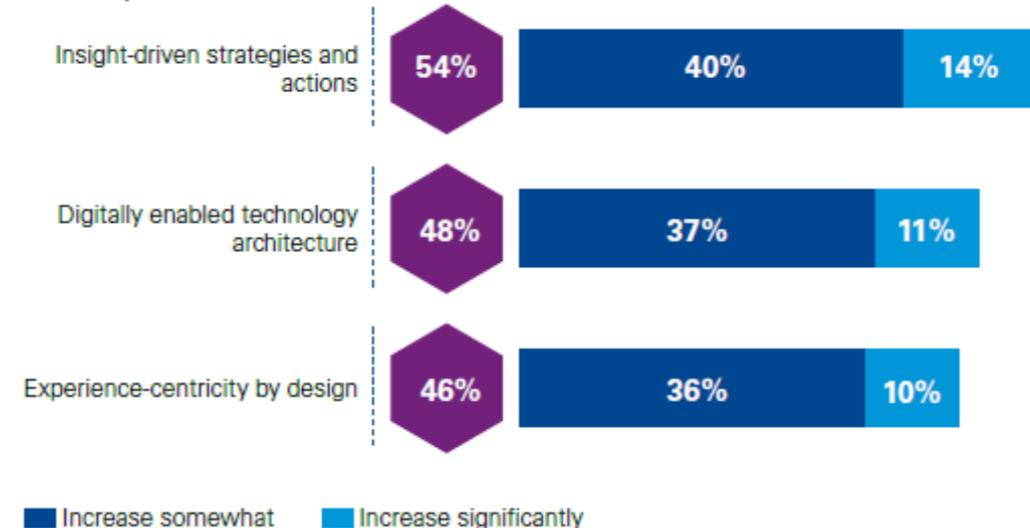
Going 'behind the scenes' to put customers in front



An integrated back office should treat service departments as valued customers, automate work and help solve problems

- **Putting the back office front and centre**; well-designed back office can help drive customer centricity, reduce costs effort and improve the ability to perform more value-adding activities.
- **Bring diverse systems together**; through core system integration and better organisation of operations, local councils can access the benefits of a connected enterprise.
- **Turning the reactive into the proactive**; through access to a range of linked data, local councils can gain valuable insights to meet immediate public needs.
- **Sharing the expertise**; establishing a skills platform of specialists may help the sector attract talented staff, reduce competition between individual organisations and reduce cost.

“Over the next 24 to 36 months, do you anticipate your organisation’s investment in these capabilities will increase, decrease, or remain the same?”



Base: 167 professionals involved with customer strategy decisions in local government
Source: A commissioned study conducted by Forrester Consulting on behalf of KPMG, November 2020

Trust is key to unlocking digital identity, security and data insights



A risk-based security approach can prevent, detect and respond to malicious activity



Identifying a better way

Secure digital identity will help put citizens at the center of local government processes, enhancing convenience, privacy and security.

Assurance that customers can rely on

If you can't hold data with trust and security, you shouldn't hold it at all.

Securing sensitive data

Effective digital identity and data access management are essential in controlling and safeguarding access to data.

Open data can lead to new opportunities

Open data can encourage commercial and academic innovation, and can unlock productive collaboration.

Redesigning services using timely customer data, analytics and insights



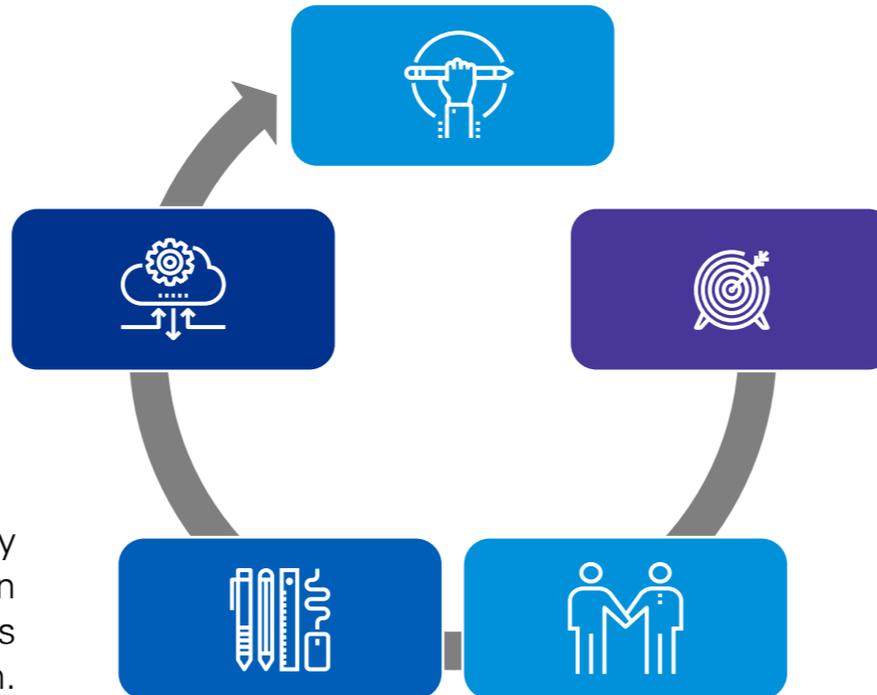
Local authorities are poised to serve communities in exciting new ways by joining up information, applying data analytics and changing organisational structures.

Data-Driven Organisation

In a data-driven organisation, analytics across key data points can drive timely and informed decisions across the spectrum of public needs and related interactions.

Outcome Driven

Local authorities should define the outcomes they want to see, and redesign services based on those defined outcomes, keeping customers central to the redesign.



Leverage Modern Technologies & Data Infrastructures

This can unlock powerful new capabilities for an end-to-end view of a local government organization's customer-centric ecosystem.

Improve responsiveness to customer needs

Based on the data insights of their customers, local authorities can be more precise and responsive in their policy making and program delivery.

Delivering a new world of personalised services to customers



Personalisation will help serve individuals and organisations with greater efficiency, but strong identity management is crucial



Creating an innovative 'community platform'

Digital connection across organisations can transform local government into a customer-centric community platform.

Identity, self-service and equity

It is crucial to establish a robust and trusted identity-management ecosystem, and ensure secure data management.

Catering to today's diverse customer base

Where digital systems are interoperable, government can productively share relevant data to all customers.

Balancing at the edge of innovation

Local government organisations do not need to be technology leaders; 'going digital' should create the best fit of services to meet customer needs.



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