



Rialtas na hÉireann
Government of Ireland



37th Meeting of Senior Officials from Centres of Government

Leading the Digital Transformation from the Centre of Government

Dublin, Ireland, 8-9 November 2018

Agenda

Wednesday 7 November 2018

19.00

Welcome reception

Thursday 8 November 2018

9:15-9:25

Item 1. Opening remarks

- Mr. Martin Fraser, Chair
 - Ms. Mari Kiviniemi, OECD Deputy Secretary-General
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9:25-9:45

Item 2. Keynote address

- (TBC)
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9:45-12:30

Item 3. Session 1: Anticipating and guiding strategic digital transformation

While digital technologies have transformed business and society, government has taken longer to catch up. Issues related to data sharing and privacy, upgrading legacy IT systems, coupled with the usual problems of co-ordinating organisations and initiatives, create a challenging environment. But the rewards are great, including better policy, enhanced relationships between citizens and government and efficiency gains.

Governments need to anticipate these changes and take action to promote the beneficial elements of digitalisation, while safeguarding citizens against harmful effects. Keeping up with rapid evolutions implies constant horizon scanning combined with effective, timely use of policies, legislation and regulation to guide transitions. At the same time, governments themselves are seeking to use digital technologies and data to improve foresight, delivery and performance in all their core functions. Governments across the OECD are experimenting with emerging technologies, such as artificial intelligence (AI), blockchain and open data to better understand the needs of different segments of the population and engage with them to deliver services that better respond to users' needs and that are truly citizen-centred. The centre plays a dual role in the transformation, as both a steward of the public interest in the context of the economic and social challenges that digitalisation brings, and as the champion of a data-driven public sector.

This session will review the diverse roles that the centre plays as a strategic leader of the digital transformation. Participants will highlight their personal experiences in strategic management of the digital agenda, focusing on what has worked and the challenges that remain.

Questions for discussion:

- Are governments able to understand and stay alert to technology-driven changes on the horizon so that they can be more proactive rather than reactive (e.g. in regulation)? What capacities (foresight, technical...) are required at the centre to ensure that it can support this objective?

- What should be the specific role of the centre of government in ensuring a strategic approach to digital transformation? Should resources and capacity for digital transformation be located within the centre of government? What are the benefits of centralising? Are there potential drawbacks?

12:30-14:15

Group photo followed by lunch

14:15-17:00

Item 4. Session 2: Establishing a joined-up approach to collecting, using and protecting data

Inter-institutional co-operation is becoming increasingly important as technology cuts across sectoral and geographical boundaries. Traditional “silos” often prevent public sector organisations from using data to understand new markets, user needs and societal trends in a holistic manner. Obstacles to sharing, integrating and reusing data within the public sector may mean that available data are not actually used to design policies more effectively. Simply linking datasets across agencies could also possibly reinforce ‘old’ ways of thinking about services rather than promoting innovation.

Early transformation efforts have focused on digital as a way of joining up government, driving efficiencies and improving interactions between government and business and citizens. There is significant scope to build on that infrastructure and experience to expand digital transformation beyond service delivery to improve upstream policy processes, including budgeting and regulation. This would include the generation and better use of data analytics to enhance the evidence base for policy design and using digital tools to enhance public participation in the policy process, including as a means to capture and leverage insights and ideas from citizens to shape policies, laws and regulations.

This session will focus on how governments can seize the full potential offered by big data to strengthen strategic policy design.

Questions for discussion:

- How can the centre help break down silos and promote a joined-up approach to the use of data to design regulations and deliver services more effectively and also more innovatively?
- What kinds of frameworks are being established to support a strategic and smart use of data, overcome obstacles to sharing data, and provide support for agencies to use data effectively?

17:00-17:30

Item 4.a. Presentation and discussion of the results of the OECD Survey of the Organisation and Functions at the Centre of Government

[GOV/PGC/MPM\(2018\)1/REV1](#)

The latest OECD survey provides a wealth of information on trends and evolutions at the centre of government. This session will provide delegates with an opportunity to highlight issues raised in the report and discuss next steps.

19:30-21:00

Official dinner

Friday 9 November 2018

9:30-12:15

Item 5. Session 3: Addressing cybersecurity from a strategic perspective

Previous CoG meetings have underlined the role that the centre plays in strengthening trust in government and safeguarding the perception of the government as a competent steward of the public interest in an uncertain and risk-filled world. As more and more aspects of people's daily lives become digitalised, cybersecurity has become one of the prime arenas in which governments have to demonstrate that they have the competency and the judgement to safeguard their citizens.

The issue of cybersecurity presents challenges for governments both in terms of policy design and implementation. Governments need to set the limits for privacy protection and tolerance of risks while ensuring that their systems are up-to-date to prevent attacks and safeguard information. They also need to take into account the trans-boundary impacts of technology. Finally, they must be aware of new types of risks emerging in the digital age to be able to develop appropriate risk management schemes.

The ultimate objective of the centre is to ensure that the public authorities – regulators, service providers, data managers, etc. – have the capacities, knowledge and resources to combat cyber-threats effectively. In many cases, this also means protecting against state-sponsored or terrorist cyber-attacks. In this session, participants will discuss how the centre can foster a trusted digital environment despite intense and rapidly evolving threats.

Questions for discussion:

- What approaches do governments take to striking the right balance between safeguarding privacy and government information on the one hand, and allowing for the innovative use of data and information to create value on the other?
- What role can the centre play to promote international regulatory co-operation when a strictly domestic regulatory solution will not be sufficient to manage cross-border risks?

12:15-12:30**Item 6. Conclusions by the Chair and closing remarks**

- Mr. Martin Fraser, Chair
- Mr. Marcos Bonturi, Director of Public Governance, OECD

12:30-14:00

Lunch



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