

# Transcript | How to Rebuild Public Trust

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00:00:11.870 --> 00:00:14.140

Alicia Fuller: Hello! Hello!

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00:00:14.470 --> 00:00:16.379

Alicia Fuller: Welcome! Welcome!

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00:00:17.540 --> 00:00:27.189

Alicia Fuller: I see people entering the room. This is fantastic. Hello! And welcome to this panel on how to rebuild public trust.

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00:00:27.240 --> 00:00:52.119

Alicia Fuller: My name is Alicia Fuller, and I am the UK Government partnerships lead here at Apolitical. It would be great to hear from all of you. I know there's a whole mix of people attending today's session. So do post in the chat where you're joining us from, and what organization as well. So let us know who you are and where you're coming from.

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00:00:53.070 --> 00:01:05.190

Alicia Fuller: Today. We're going to be covering transparency and service design as levers for trust and exploring what works and also what doesn't work when rebuilding trust in government

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00:01:05.480 --> 00:01:26.779

Alicia Fuller: for those of you who may be joining us for the 1st time. Welcome, apolitical is the world's largest community for government used by over a quarter of a million public servants and policymakers from more than 170 countries. So it's good to see some of those 170 countries attending today's session.

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00:01:26.780 --> 00:01:42.549

Alicia Fuller: and our mission overall is to make government smarter. And we do this by putting the best knowledge and skills at the fingertips of public servants around the world. So I know some people will still be joining. So let's see who we've got here today.

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00:01:42.730 --> 00:01:47.789

Alicia Fuller: Fantastic, Katie from Ontario, fantastic. A couple of people from Ontario.

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00:01:48.090 --> 00:02:03.789

Alicia Fuller: Ottawa, sunny Scotland. 2 words you don't typically put together. Kiev and Ukraine Fantastic Ottawa again. Halifax, Nova Scotia. Okay, we've got a good Canadian contingent today. Fantastic

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00:02:03.790 --> 00:02:19.100

Alicia Fuller: Cardiff. London. Hello, everyone in London. I'm based in Oxford so nice to see some of you joining a couple of people from Yorkshire, Germany. Okay, we've got a really really exciting group of people joining today's call.

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00:02:19.590 --> 00:02:47.169

Alicia Fuller: So we're thrilled to kick off today's conversation with an invitation for everyone on this call to join our excellence in government customer experience community quite a mouthful that one over the next hour we'll be discussing some of the challenges that you, as public servants, experience when it comes to building trust with the citizens you serve. It's a really big topic and success can look like many different things, as I'm sure we'll discover today.

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00:02:47.250 --> 00:03:02.539

Alicia Fuller: But that's also why we've created this community. It's really a forum for you to share your successes, build networks with your fellow public servants, who are also working to provide effective public services. So there will be a link in the chat for you there.

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00:03:03.950 --> 00:03:17.169

Alicia Fuller: I'll just get a few of our technical notes out of the way before we get into today's conversation. This event is recorded for on demand viewing on the apolitical website. So please don't record it yourself.

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00:03:17.270 --> 00:03:22.010

Alicia Fuller: Contact details for privacy concerns are in the apolitical homepage footer

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00:03:22.260 --> 00:03:27.239

Alicia Fuller: closed captions are available and can be toggled off in your screen settings

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00:03:29.150 --> 00:03:38.419

Alicia Fuller: before I introduce our fantastic speakers. We're going to run a couple of polls just to gauge your perspectives on today's conversation.

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00:03:38.700 --> 00:03:41.830

Alicia Fuller: So let's have a look at the 1st poll.

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00:03:42.910 --> 00:03:48.949

Alicia Fuller: Who do you believe holds the greatest influence over the public's trust in government?

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00:03:49.860 --> 00:03:55.230

Alicia Fuller: Who, do you believe holds the greatest influence over the public's trust in government.

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00:04:01.310 --> 00:04:05.540

Alicia Fuller: and we'll start to see some answers coming in

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00:04:10.520 --> 00:04:25.760

Alicia Fuller: fantastic, and we have a real kind of mix of options for us here, elected political leaders, senior public service executives, frontline public servants, government communication and engagement teams and other.

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00:04:27.710 --> 00:04:28.940

Alicia Fuller: Okay.

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00:04:29.190 --> 00:04:52.889

Alicia Fuller: so I should almost test our panelists on this. But the most popular response here, and possibly unsurprisingly, is the elected folk. So the elected political leaders, and then, in almost a close second is the frontline public servants, people that people our citizens are interacting with on a day to day basis

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00:04:55.500 --> 00:04:58.049

Alicia Fuller: and moving on to our second poll.

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00:04:58.280 --> 00:05:20.019

Alicia Fuller: Public trust is essential for a government to deliver policies that meet people's needs. So that's a statement. Public trust is essential for a government to deliver policies that meet people's needs, and it goes from strongly agree all the way to strongly disagree. So please do pop your answers into the poll.

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00:05:24.830 --> 00:05:31.230

Alicia Fuller: and we'll start to see those results popping up any minute now.

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00:05:34.190 --> 00:05:54.489

Alicia Fuller: Okay, so strongly agree is coming up as the top answer there. So yes, public trust is essential for a government to deliver policy that meets people's needs. And I think that touches on a few of the discussion points. We'll be surfacing today with our fantastic panel.

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00:05:57.040 --> 00:05:59.940

Maria Pedraza: Next time we are. Rewriting, doesn't.

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00:06:00.710 --> 00:06:17.500

Alicia Fuller: So we will just now move into our introductions and thank you so much for the polls. I have the absolute pleasure of inviting our fantastic speakers here today. We're fortunate to have 3 brilliant guests joining us. We have Maria Pedraza.

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00:06:17.500 --> 00:06:42.299

Alicia Fuller: Samya, Shruti, and Omar Cheddar. So you'll see those guys up on your screen there. Maria is head of the Transparency Advisory Office for the City of Galley. She leads the city's fiscal transparency strategy and has designed and implemented open contracting strategies to increase inclusion of small medium enterprises and local communities in government procurement.

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00:06:42.790 --> 00:07:01.910

Alicia Fuller: Salmia is a senior associate at the center for public impacts global development initiative. She is a systems innovator focused on embedding innovation in local government and has trained over 25 cities in human-centred design. And now leads Cpi's governance incubation lab. The collective

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00:07:02.890 --> 00:07:28.649

Alicia Fuller: Omar is a sustainable development specialist with the government of Jamaica. He works across investment, international trade energy and environment helping shape national

policies and programs to expand investment and sits on several implementation committees. You will be able to read the full bios by visiting the resources tab at the bottom of your zoom screen. So just go ahead and click on the speakers section.

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00:07:29.660 --> 00:07:42.130

Alicia Fuller: Now, before we launch into today's panel, I thought we could start with a quick icebreaker question with the panel, just to get us warmed up. So Maria, Samya and Omar in that order?

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00:07:42.230 --> 00:07:54.320

Alicia Fuller: Who's someone in public life or your own, whose communication style makes you trust them instantly. And why so, Maria? I'll come to you first, st then Samya, and then Omar.

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00:07:56.310 --> 00:08:02.320

Maria Pedraza: Hello for everyone. Well, actually, I choose a religious leader.

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Maria Pedraza: For 2 reasons. I choose in my answer, Jesus Christ, first, st because he was approachable.

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00:08:11.773 --> 00:08:38.069

Maria Pedraza: When I read his conversations in the Bible, I don't see a defensive or a judgmental person just a humble man trying to understand people's questions and needs. I think that that's a big lesson for us, for the public servants, actually. And second, because of the way he used plain language to express complex and profound ideas.

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00:08:38.230 --> 00:08:40.419

Maria Pedraza: So that's that's the reasons.

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00:08:41.640 --> 00:08:56.290

Alicia Fuller: That's fantastic, thank you. And I think we'll be touching upon communication and the importance of plain language. Today's session will certainly cover that so fantastic. All right. I will now hand over to Samia.

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00:08:57.610 --> 00:09:22.579

Saumya Shruti: Thanks, Alicia, and Hello! Good morning. Good afternoon. Good evening, everyone. It's such a pleasure to be here. The public figure that I chose is sort of my bureaucratic idol. He is the CEO of the Washington DC. Area Metro system. Randy Clark and Randy Clark came into DC.

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00:09:22.580 --> 00:09:47.260

Saumya Shruti: A few years ago, and absolutely shifted the way the public engages with the metro, the bus system, the public transit system. His communication style is so human, so approachable. As Maria was saying, very focused on being very transparent of, Hey, this is some we failed in these ways today

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Saumya Shruti: the red line was down. We're so sorry. This is what was happening on the back end, but also elevating the people that work from him or work for the Wmata system. So posting pictures online of this bus driver has been so fantastic. He's worked with us. She's worked with us. They worked with us for 20 plus years, and then also often

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00:10:11.320 --> 00:10:32.000

Saumya Shruti: just showing, like his main form of transportation, is the bus or transit system. And so when he, you can see him around and just go up to him and talk to him, and he takes into account whatever you're saying. So I just think that that's the sort of leader that should be existing in bureaucratic systems all around the world.

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00:10:33.250 --> 00:10:43.680

Alicia Fuller: What a fantastic response! And maybe we can get him onto a panel one day sounds like a really fantastic character. So thank you, Samya and Omar over to you.

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00:10:44.380 --> 00:10:52.861

Omar Chedda: Yes, thank you. For me. It's a former colleague I 1st met when I entered the public service 25 years ago.

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Omar Chedda: We lost touch, and you know he progressed in his career and retired. Actually.

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00:10:59.706 --> 00:11:04.740

Omar Chedda: he came back into the service for a few months, and that is how we met again.

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00:11:04.940 --> 00:11:18.659

Omar Chedda: So we worked on a few projects together recently. But his communication style and just his experience, knowing the challenges in the public sector, you know, and so he was very empathetic.

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00:11:18.870 --> 00:11:23.230

Omar Chedda: So for me, he was someone I found to be very encouraging.

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00:11:24.440 --> 00:11:42.550

Alicia Fuller: That's great. And I think that is certainly again a topic that will come up today. It's this piece around strong leadership and empathy. Empathy is so important and not always a prerequisite of leaders we have seen in the past, and certainly see in today's society

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Alicia Fuller: great. So I will now move us into our panel discussion.

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Alicia Fuller: So the 1st theme we're going to cover today is going to be around trust and governance and the kind of chicken and egg situation that we are faced with, as you know, public servants and policymakers around the world. So, Samya, I'm going to come to you first.st

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00:12:05.060 --> 00:12:22.890

Alicia Fuller: You've said trust is both a precondition for, and a result of good governance, ie. The chicken and the egg. Can you explain what you mean by this, and how it plays out. When governments try to build trust, especially in a fractured system.

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00:12:24.450 --> 00:12:41.859

Saumya Shruti: Absolutely thank you so much for the great question before I answer, I think it's important to reflect on why trust is important in government like. Where are we coming to this conversation from? Both in the policymaking side and the service delivery program delivery side.

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Saumya Shruti: so trust is often seen as a precursor for more efficient and effective government. There is the more trust that there is between governments and their constituencies, the easier it is for governments to work both on behalf of their constituents and with their constituents. So

often. There's this framing that trust is actually a tool for better governance, and I absolutely agree.

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Saumya Shruti: When you have more trust in government governments have an easier time to co-create with residents, or more fundamentally deliver on the promises that governments came into. It helps align governments, their communities, and their constituencies towards a common purpose, and leads to better delivery, and then, on the other side, with better delivery and better outcomes

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00:13:31.220 --> 00:13:56.559

Saumya Shruti: that truly serve the needs of people, of residents of the constituencies. There is much more trust in the ability for governments to act in competent and informed Manners for the people. So come back to the question, what comes 1st building trust or delivering? Well, and I want to take another step back, I guess, on this around

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Saumya Shruti: questioning, what do we mean? What do we mean when we say that governments or trust is just a tool for government? There's something that's a little bit myopic when we're talking about trust as a mechanism for better delivery trust is actually, we can also consider trust as an end in and of itself. Trust is the air that we breathe, the water, that we swim in sort of the fabric of the social

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00:14:24.000 --> 00:14:26.810

Saumya Shruti: currency upon which governments sit.

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00:14:26.810 --> 00:14:53.710

Saumya Shruti: If we're to see government's role as simply as a service delivery organization, we can totally understand trust as a tool. That's exactly what it is. And I'm not saying that it isn't, but I think that there's a more nuanced role of government that is upholding the social fabric, and not just exclusively. But alongside all these other actors in the ecosystem, the private sector, Csos communities, residents.

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Saumya Shruti: whoever else it may be in this ecosystem trust is important to the functional identity of government. So trust building is more about, how does government show up in this ecosystem rather than outcomes oriented doing better delivery services?

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00:15:12.070 --> 00:15:41.559

Saumya Shruti: Both are important and necessary absolutely what one has a tangible output, which is what people more generally tend to invest in. You see it in the delivery of services, but the other is more intangible, and I think actually a little bit more important. It's harder to define. It's more like the culture, but it's an evergreen and emergent conversation, which means that you have to constantly be engaging in this. This isn't a 1 and done thing, but it undergirds all that government should do.

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00:15:42.830 --> 00:16:07.799

Alicia Fuller: Yeah, absolutely. It's a kind of invisible glue that holds the relationships together. But it's how, then you go about fostering that that's going to be important. So thank you and, Maria, I'll come to you. Now. You've worked in a context where historic corruption has deeply eroded institutions and public confidence.

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00:16:07.900 --> 00:16:22.979

Alicia Fuller: How has this legacy shaped the challenges that you face today and kind of part 2 to this? How does your work try to break that cycle and rebuild trust, where perhaps it's been lost.

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Maria Pedraza: Thank you, Alicia. Well, in Colombia, between 2019 and 2020, Cali in particular, my city went through a period of social unrest with widespread protest against how the local government was being run.

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Maria Pedraza: On top of that, between 2021, and 2023 Cali faced a series of corruption scandals involving the management of public resources.

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Maria Pedraza: So I'd just like to share with you 3 key insights from a survey conducted with civil society groups in Cali that can show us this reality.

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Maria Pedraza: The 1st is a level of distrust on the mayor

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Maria Pedraza: in the previous administration. 81% of respondents said they didn't trust the mayor.

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Maria Pedraza: Another issue we've been tracking is how people felt about public investments in 2023, previous administration. 64% of respondents said they were unhappy with how public resources were being spent.

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Maria Pedraza: and the 82% of respondents said they had no hope for the city's future.

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Maria Pedraza: These points a really big challenge. So, taking this context into account.

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Maria Pedraza: since 2024, the current administration, we have implemented a fiscal openness mechanism to ensure access to investment information at every stage, fostering dialogue with different sectors of society and promoting citizen participation in social oversight. So for us.

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Maria Pedraza: being a real open government is the way we respond to that complex context.

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Alicia Fuller: Thank you for that, Maria. And you know, interesting, that statistic around the 81% distrust in the mayor. That kind of speaks to possibly that poll result we saw right at the beginning of today's session.

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00:18:41.300 --> 00:19:06.929

Alicia Fuller: Omar, I'll come to you next. So similarly, although a different context, you've dealt with fragmented systems and public frustration around delays and inefficiencies. How do you see poor service, delivery and complex bureaucracy, fueling distrust? And what changes are most urgent to restore that confidence.

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00:19:08.930 --> 00:19:10.377

Omar Chedda: Okay. Thanks.

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00:19:11.330 --> 00:19:16.930

Omar Chedda: In Jamaica, we've had a very complex system to deal with

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Omar Chedda: business registration and other government services.

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Omar Chedda: And over the years, you know. Many complaints have been have been made, and

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Omar Chedda: these complaints really led to the reform of the the process.

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00:19:36.590 --> 00:19:40.789

Omar Chedda: Through a process of consultations and also

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Omar Chedda: putting in place the necessary technology. You know, it's still a work in progress. But let me just say that trust

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00:19:48.900 --> 00:19:55.380

Omar Chedda: is very essential, because just as in a relationship if there's no trust, then

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Omar Chedda: it's very difficult to accomplish what you what you need to accomplish. So

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00:20:01.300 --> 00:20:21.410

Omar Chedda: I've worked with both the private sector and the government for the last 15 years. And so I see both sides of the equation. You know I've I've I've advocated for the private sector in terms of what they would like to see happen. And now, wearing the hat of the Civil Service.

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00:20:21.985 --> 00:20:27.399

Omar Chedda: I understand the concerns of the private sector. And so it's really about

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00:20:29.410 --> 00:20:40.170

Omar Chedda: the the Civil service, the government, understanding what are the needs and what they need to put in place to ensure that those needs can be met.

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00:20:41.510 --> 00:20:59.669

Alicia Fuller: Absolutely. And it's absolutely true that that wider stakeholder engagement is just so critical, especially building into that trust piece or that kind of invisible trust goal that we're all desperately looking for.

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00:21:00.188 --> 00:21:17.239

Alicia Fuller: I'm going to slightly change the direction of the the conversation now, and really focus more in on the transparency and service design. So these are the kind of 2 levers I mentioned at the beginning of the session. Maria, I'll come to you first.st

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00:21:17.360 --> 00:21:39.520

Alicia Fuller: So you have led efforts to improve transparency in public resource management, as you've just mentioned. What specific changes or strategies have helped open up those government processes, and what impact have you seen short term and long term on that kind of public perception and trust?

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00:21:40.810 --> 00:21:46.789

Maria Pedraza: Thank you, Alicia. Yes. So, as I said, we have a fiscal openness mechanism.

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Maria Pedraza: The propose of this mechanism is to give everyone access to information about 3 things, projects, contracts, and budget.

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Maria Pedraza: So citizens can stay informed and participate in how public resources are used.

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Maria Pedraza: The mechanism have 3 important components. The 1st is the investment monitor

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Maria Pedraza: is a digital tool created with almost 20 organizations from various sectors. It shows it shows how public works are progressing and how investments are distributed across the city.

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00:22:25.460 --> 00:22:27.560

Maria Pedraza: we call it bacivias

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Maria Pedraza: is a local expression, of course, in Spanish that invite people to take a look, you know, in plain language, and it uses simple, clear language to make inform information accessible.

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00:22:43.890 --> 00:22:50.110

Maria Pedraza: The second element of this mechanism is our public finance, education, effort.

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00:22:50.790 --> 00:22:55.129

Maria Pedraza: Many in Kelly view public credit as something negative.

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Maria Pedraza: But it's actually helping us rebuild long neglected infrastructure.

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00:23:00.950 --> 00:23:21.280

Maria Pedraza: That's why we focus on explaining the terms of the credit, the projects it supports and its impact always in plain language, this has been our biggest communication challenge, because we need to involve different organizations to help us to make this

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Maria Pedraza: and the 3rd element are the sector dialogues.

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Maria Pedraza: Every month

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Maria Pedraza: we meet with leaders from across society, education, culture, business, health sector, to answer questions and hear concerns, especially about credit and spending. We also use these spaces to share upcoming procurement opportunities to encourage local businesses to participate helping drive local economic growth.

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00:23:53.540 --> 00:24:07.919

Maria Pedraza: So the question now is and the impact, how is impact? Well, it's been significant. In this 1st year the distrust in the mayor failed by 25 points, percentage points. Actually.

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00:24:08.160 --> 00:24:35.279

Maria Pedraza: the dissatisfaction with public spending dropped by 23%. I mean 23 percentage points and hopelessness about the city's future fell by 27 points. So for us, clean, clear information, open dialogue, and citizen involvement are helping us to rebuild trust. Of course, step by step.

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00:24:37.470 --> 00:25:01.860

Alicia Fuller: What fantastic results to hear. That sounds like a truly inspirational case study for the rest of the world. And we know that just on your second point there around, making that language more plain just how important that is. Government language can often be perceived as being very esoteric.

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00:25:01.890 --> 00:25:09.960

Alicia Fuller: because it frequently uses its own vocabulary and jargon, and it can be difficult for for anyone on the outside to understand.

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00:25:10.970 --> 00:25:22.619

Alicia Fuller: Omar. I will come to you next. So you've spoken about service inefficiencies and bureaucratic red tape, eroding public trust.

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Alicia Fuller: How have you worked to redesign those services or simplify systems in a way that then can foster trust makes things feel more trustworthy and more citizen focused. So perhaps building on an example from from your last comment.

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Omar Chedda: Thank you. The tax system in Jamaica for many years was very complex

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00:25:49.640 --> 00:25:58.889

Omar Chedda: and fragmented, and this this made it very difficult to do business, and also made it difficult for the ordinary taxpayer.

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00:25:59.690 --> 00:26:10.949

Omar Chedda: So a tax reform committee was formed, and this was about 10 years ago, and this committee comprised both

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Omar Chedda: public private sector, civil society representatives, representatives from all stakeholder groups, and

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Omar Chedda: the committee went through a long process of consultations.

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Omar Chedda: various stakeholder groups were invited to make presentations to the committee, and you know various academics were invited to submit studies.

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Omar Chedda: and all of these proposals were reviewed, and various options then put forward to a technical working group

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Omar Chedda: which consisted of senior public sector representatives from various aspects of of the government.

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Omar Chedda: So the consultations with the wider public stakeholder groups fed into this technical working group

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Omar Chedda: and and this technical working group looked at best practices internationally. Because one of the things you don't want to do is to reinvent the wheel, you know.

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Omar Chedda: sometimes there are other countries that can serve as a model. But you have to adapt what they, what they're doing to your own local circumstances. So that was done, and eventually,

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00:27:19.490 --> 00:27:26.689

Omar Chedda: everyone agreed on a new model for the tax system here in Jamaica, and which was which was approved.

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00:27:27.070 --> 00:27:42.000

Omar Chedda: And since since its implementation, which involved a reform of legislation, and putting in place new measures I would say that most stakeholder groups have been satisfied, you know. One of the challenges, though, is that

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00:27:42.230 --> 00:27:46.330

Omar Chedda: there is always a temptation or

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00:27:47.330 --> 00:27:52.390

Omar Chedda: some amount of pressure to go back to old ways. So you always have to be careful that

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00:27:52.590 --> 00:27:56.800

Omar Chedda: you are improving and not sliding back.

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00:27:58.690 --> 00:27:59.580

Omar Chedda: Thank you.

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00:28:00.550 --> 00:28:15.200

Alicia Fuller: Absolutely. And you know you bring up an important question there, which is, how do you prevent things from sliding back? So maybe that's something that we can touch on. And also, you know this point around.

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00:28:15.330 --> 00:28:33.900

Alicia Fuller: there are other organizations, possibly trying to tackle the same problem as you. So it's important to kind of lift your head above the parapet, see what other governments other organizations are trying to do, and then trying to, you know, adapt that into your own context. So so important. Thank you for raising that.

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Alicia Fuller: Samia. I'm going to come to you next. So you've emphasized that trust isn't a kind of technical fix. But perhaps something governments need to steward across an ecosystem.

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Alicia Fuller: How can service design be used to shift power and foster collective ownership rather than reinforcing more of a top down model of governance.

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00:29:02.020 --> 00:29:26.279

Saumya Shruti: Absolutely, and such a pleasure to go after Omar and Maria with their very tangible examples here, because it comes back to the philosophy of what is service design? And what are we doing when we're doing this in government? Right? When I joined the center for public impact half a decade ago. I didn't have this government background necessarily, but my assumption was that

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00:29:26.280 --> 00:29:33.590

Saumya Shruti: governments were doing this work already with communities. After all, if you're designing a service for

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00:29:33.590 --> 00:29:57.470

Saumya Shruti: communities or an outcome for communities. The people that would have the most information about what would help them are the people who are experiencing the challenge themselves right. If we're talking about food, insecurity, or infrastructure development, or affordable housing or healthcare, whatever it may be like, you would want to speak to the people who are facing and experiencing, and

136

00:29:57.470 --> 00:30:22.010

Saumya Shruti: have these lived experiences of these challenges. And that doesn't always happen. In fact, that's not the norm service design is much more top down, as you mentioned, and not to judge why this happens. There is budgets, time, strict timelines, lack of capacity for outreach, etc, etc. But something that was coming up as Maria and Omar were both speaking was just

137

00:30:22.010 --> 00:30:46.640

Saumya Shruti: the importance of like. If we put aside these constraints of how we have worked of. We put aside like the culture of, we just do things the way that they are, and then actually questionable. Well, what is effective here. What would get us to increasing trust to having better service delivery, to getting people to understand why we do things, the way that we do them. Even if people

138

00:30:46.640 --> 00:31:11.509

Saumya Shruti: see them as untrustworthy at first, st there really is no other way to think about service design as doing it as an activity with communities with the broader ecosystem rather than for people. And so that means it's a participatory lens, a participatory governance, lens that you have to take from the get go from step one. As Maria was saying, every single phase

139

00:31:11.510 --> 00:31:35.689

Saumya Shruti: of any sort of problem that you're exploring has to be participatory, which means understanding a challenge from a participatory lens, from 1st ideating on new solutions together, developing and testing pilots of ideas together and moving into implementation together. And that doesn't mean that the Government has to own all of this.

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00:31:35.690 --> 00:31:44.229

Saumya Shruti: but it should mean that a government, the Government can act as a facilitator in bringing different people together.

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00:31:44.510 --> 00:32:09.429

Saumya Shruti: And what this means is that this shift is a fundamental shift in the way governance happens where communities aren't just informed of. Hey, we're going to be investing in this way, or we're going to shift tax law in this manner. But rather communities have agency. And there's a feedback loop. There's this conversation to what Omar was saying, as well, where the very human conversation that's necessary

142

00:32:09.430 --> 00:32:34.180

Saumya Shruti: to build trust, and to go even further, build a more collective ownership model that leads to more trust in government. And I've seen this happen all over the world in so many different ways, and it can be in these like formal spaces within government, but also just like what are the moments where folks in government are taking their government hat off.

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00:32:34.180 --> 00:32:59.059

Saumya Shruti: and then putting their like resident hat on, and just showing up in community, being able to go to a community fair and host. A. Q. And a table just be like, oh, what are you? What would you like to see in government or sponsoring like a food festival, and then using that as information and data as

144

00:32:59.060 --> 00:33:23.240

Saumya Shruti: whatever it may look like? One very tangible example is, when I worked with the city of San Pedro, Garza, Garcia, in Mexico, in the suburbs of Monterey, where the focus was shifting car culture. The city was like almost exclusively, the main form of transportation was car and public transportation. Heck! Even bike lanes were not

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00:33:23.951 --> 00:33:30.429

Saumya Shruti: seen highly or encouraged, but they wanted to one tackle pollution, tackle this like class

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00:33:30.990 --> 00:33:53.739

Saumya Shruti: dynamic between car users and non car users, and it took a year of consultation to get people on board to build some of the 1st bike lanes in the city. But now, 5 years later, you see this explosion of investment into bike lanes, and that's because the government there was a lot of pushback when the bike lanes were 1st being built, but there was

147

00:33:53.740 --> 00:34:16.939

Saumya Shruti: the government took the time to sit with community to understand. Well, why is it that you're not excited about bike lanes? Are these people coming at this question from a very genuine concern? Or is there, like some other perspective here? And the people who do want bike lanes? How can we elevate their voices and actually hire them into government to be sort of advocates.

148

00:34:16.940 --> 00:34:29.050

Saumya Shruti: And so this, like bringing of different community voices together, has led to tens of kilometers in a city and a shifting culture around bike lanes that you couldn't have seen 5 years ago.

149

00:34:31.639 --> 00:34:48.179

Alicia Fuller: Thank you and a fantastic case study. I think maybe some of our Canadian fellows on the call as well will remember that fantastic case study around car to cycling in Vancouver. I think that was another great example. There.

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00:34:48.179 --> 00:35:06.079

Alicia Fuller: thank you for that. And I also think you kind of touched on something else there which is around innovation and risk taking. And how important that is. And how do we foster that type of culture? So maybe that's something we can touch on a bit again later.

151

00:35:07.199 --> 00:35:21.429

Alicia Fuller: Great. So now I'm going to move into our kind of final theme for the day. So this is really around what's working, what's perhaps not working. And what are the lessons for building trust?

152

00:35:22.059 --> 00:35:47.819

Alicia Fuller: So, Maria, I'll come back to you. You've highlighted the importance of learning from missteps as much as successes. This is something that everyone, no matter their role, should do so. What are some common mistakes you see governments make when trying to build trust. And what would you advise public servants to avoid at all costs? If there's an example? There.

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00:35:49.230 --> 00:35:57.550

Maria Pedraza: Thank you. Well, I don't like a generalization. So of course, I would talk from my context to this Latin America.

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00:35:57.690 --> 00:36:09.829

Maria Pedraza: So in Latin America societies. It's a common mistake to think that citizen engagement happens mainly through digital channels.

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00:36:10.330 --> 00:36:21.499

Maria Pedraza: Many local governments like ours are working against deep rooted distrust. And that's something you can only address by by being

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00:36:21.790 --> 00:36:24.709

Maria Pedraza: basically present in the community.

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00:36:25.050 --> 00:36:44.170

Maria Pedraza: People want to see their leaders show up in their neighborhoods, talk about their needs and discuss real solutions. They want public officials or public servants to look them in the eye when explaining how resources are being used, etc.

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00:36:44.670 --> 00:36:56.280

Maria Pedraza: That's how trust is built here, being physically present. Also help us to include age groups that are not digitally connected.

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00:36:56.630 --> 00:37:03.380

Maria Pedraza: So that's the 1st common mistake. Second.

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00:37:03.590 --> 00:37:12.060

Maria Pedraza: I think that that two-way communication is crucial for building trust in public institution.

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00:37:12.240 --> 00:37:35.539

Maria Pedraza: That's why I believe that another common mistake is designing communication channels based solely on the government's expectations. We need to understand how citizens want to give feedback and be heard. So for me, that's really important. And that's why I'm always talking about open government.

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00:37:35.850 --> 00:37:41.590

Maria Pedraza: We need to involve citizenship in every process, not just

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00:37:42.130 --> 00:37:49.358

Maria Pedraza: not just and the the resolution of of of of the doubts. No, it's about

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00:37:50.090 --> 00:37:54.259

Maria Pedraza: giving them the the voice to choose.

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00:37:54.370 --> 00:37:57.349

Maria Pedraza: How do they want to be heard?

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00:37:57.580 --> 00:38:00.080

Maria Pedraza: And the last mistake?

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00:38:02.020 --> 00:38:09.419

Maria Pedraza: I think that is thinking that staying informed is solely the responsibility of the citizens.

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00:38:10.070 --> 00:38:29.519

Maria Pedraza: While that responsibility does exist, an open government must proactively invite all citizens to understand what's happening, especially when it comes to high impact issues like public investment and credit operations. That is the Cali's case.

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00:38:32.850 --> 00:38:33.540

Alicia Fuller: Thank you so much.

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00:38:33.540 --> 00:38:34.609

Omar Chedda: It's just.

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00:38:34.610 --> 00:38:35.780

Alicia Fuller: Yes, Omar.

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00:38:35.780 --> 00:38:38.561

Omar Chedda: If I would just like to support what Maria said.

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00:38:39.800 --> 00:38:47.540

Omar Chedda: in Jamaica we had a lot of issues with our procurement system. You know, there was a perception of corruption.

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00:38:47.950 --> 00:38:54.530

Omar Chedda: and the system was digitized. But the digitization was not

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00:38:54.680 --> 00:39:03.340

Omar Chedda: the only solution. The the larger part was was really establishing committees that involved civil society.

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00:39:04.413 --> 00:39:11.369

Omar Chedda: Various experts who would look at various areas of procurement

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00:39:11.570 --> 00:39:32.080

Omar Chedda: and they call them sector committees, right? So people who had skills in infrastructure were on the infrastructure committee, those who had skills in in other areas. They were on those committees. And so the public became involved in the procurement process, and that really helped to

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00:39:32.580 --> 00:39:46.079

Omar Chedda: change the perception of corruption. So there's a human side, you know, building the relationship and also the digital side. So both sides have to to be looked at.

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00:39:46.660 --> 00:39:47.469

Omar Chedda: Thank you.

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00:39:48.540 --> 00:40:11.599

Alicia Fuller: Thanks, and maybe I'll come to you next. I guess you know, as governments and public servants, you have to recognise that citizens aren't a homogeneous group, and that often mistrust can arise from conflict or disagreement between different stakeholder groups.

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00:40:11.610 --> 00:40:22.560

Alicia Fuller: And how governments then react and can be agile to those differences. So you've worked on projects with lots of different voices and agendas.

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00:40:22.750 --> 00:40:28.310

Alicia Fuller: What's helped you build trust when perhaps those stakeholders don't see eye to eye.

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00:40:29.030 --> 00:40:33.516

Omar Chedda: Okay, that's a very question. Because actually, I worked on an organization

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00:40:34.100 --> 00:40:38.140

Omar Chedda: an urban revitalization project which was very difficult.

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00:40:39.040 --> 00:40:45.840

Omar Chedda: In Jamaica, we have a number of decaying urban centers, and these these urban centers, they have

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00:40:46.330 --> 00:40:54.489

Omar Chedda: different interest groups, stakeholder groups, and their needs are not always aligned, you know. So

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00:40:55.400 --> 00:41:03.880

Omar Chedda: to undertake an urban redevelopment project. You have to get the buy-in of different stakeholder groups.

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00:41:04.090 --> 00:41:09.230

Omar Chedda: and it's a balancing act, because, you know.

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00:41:09.660 --> 00:41:20.199

Omar Chedda: the needs are not, as I said before, not always aligned. So how? How you do that is by showing all the stakeholder groups that if they cooperate they will all be better off.

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00:41:21.210 --> 00:41:25.939

Omar Chedda: and sometimes this involves dealing with stakeholder groups that

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00:41:26.790 --> 00:41:31.649

Omar Chedda: many people might not want to have to deal with. But you know the the reality is that

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00:41:31.870 --> 00:41:45.660

Omar Chedda: these stakeholder groups exist, and they have a certain power in the community. And so you have. You have to deal with them. And in these cases, you know, the political buying is also very important, because we have to to realize that.

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00:41:45.780 --> 00:41:57.449

Omar Chedda: you know, in a democratic system we have different parties representing different interests, and there's always a possibility of a change in government. So how do you preserve?

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00:41:58.140 --> 00:42:06.539

Omar Chedda: You know the reforms that you're trying to to carry out. So you have to get the buy-in of various political groups as well

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00:42:07.200 --> 00:42:09.350

Omar Chedda: in in the case I'm thinking of.

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00:42:09.640 --> 00:42:12.230

Omar Chedda: It was not successful, because

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00:42:12.700 --> 00:42:22.290

Omar Chedda: it was difficult to get the buy-in of all political groups, but it was a start, and it serves as a model. You can learn from failures as well.

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00:42:22.400 --> 00:42:27.670

Omar Chedda: because I think there was a deficit in in the the level of consultation.

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00:42:28.040 --> 00:42:32.529

Omar Chedda: So you have to consult with with all the important players.

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00:42:33.160 --> 00:42:42.680

Omar Chedda: In carrying out certain projects. And and this is how you build, build, trust, and and just to to add to something that you said earlier. You know,

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00:42:44.240 --> 00:42:47.610

Omar Chedda: governments have to play a balancing act in that.

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00:42:48.720 --> 00:42:54.850

Omar Chedda: They're trying to serve the needs of many groups, and

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00:42:55.020 --> 00:42:58.369

Omar Chedda: there has to be trade-offs sometimes. So

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00:42:59.160 --> 00:43:05.869

Omar Chedda: when you have the trust of of all the stakeholder groups. It's easier to to carry out those trade-offs.

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00:43:08.190 --> 00:43:12.869

Alicia Fuller: Thank you, Omar and Samia. I'm going to give you

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00:43:13.050 --> 00:43:39.690

Alicia Fuller: 1 min to respond to this or 2 min, because that's not fair. And so we have enough time to move into our Q&A section. But you've seen trust building across a range of different organizations international contexts through your work at Cpi. What's 1 approach or mindset shift? You've seen work surprisingly well in rebuilding public trust, and what could others learn from that.

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00:43:40.690 --> 00:44:05.579

Saumya Shruti: I had 2 answers for this, but I'll just stick to one here, and that trust building comes from within government itself. And so, in order for you to be doing good trust building with communities, you actually need to take a step back and say, like, within the government ecosystem internally, do you actually have the capabilities to go out and do trust building?

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00:44:05.580 --> 00:44:29.930

Saumya Shruti: And it isn't like a capacity building thing, either. The teams that I've worked with that have been the most successful had the backing of senior leadership, as Omar was saying, felt that they had the agency to try things and fail at Cpi we call this failing forward, and it's a fundamental part of trust building, and so often so many of the bureaucrats that I worked with that

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00:44:29.930 --> 00:44:54.349

Saumya Shruti: felt that they were delivering, not for the communities, but rather for their senior leadership, to to make sure that they were hitting their numbers or whatever it looked like, we're not actually able to show up authentically in the conversations that are necessary. Show up physically, as Maria was saying. In communities, you actually need to be able to have senior leadership show that

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00:44:54.530 --> 00:45:15.630

Saumya Shruti: it didn't matter what you did internally. It was actually the impact that you were having with people externally is the innovation that you were able to bring in innovation, not as an idea, but as a process of bringing community bringing various stakeholders in at every phase of this process

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00:45:15.750 --> 00:45:30.589

Saumya Shruti: that led to people really opening up and seeing the value of trust building, but also then being able to be successful and going out and start doing that process so hopefully. That was a minute or 2.

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00:45:31.770 --> 00:45:38.010

Alicia Fuller: Thank you, Noah, and and thank you for for building on that that 1st example there. So that's great.

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00:45:38.449 --> 00:45:50.680

Alicia Fuller: We're now going to move into our Q&A section. So thank you, all 3 of you for those wonderful insights. I'm sure we'll have lots more questions coming through on the chat.

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00:45:50.680 --> 00:46:10.749

Alicia Fuller: Please do submit any questions you have in the Q. And a. And also just a reminder about the excellence in government customer experience community. You may already be a part of it. But please do join. You'll find the link in the resources. Tab and my colleague will drop it in the chat for you now.

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00:46:11.240 --> 00:46:27.899

Alicia Fuller: Okay, fantastic. So we'll move now into our Q&A part of the session, and we've got lots of questions coming through which is absolutely fantastic. Now I see a bit of a theme around people asking around

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00:46:27.900 --> 00:46:46.259

Alicia Fuller: the role of social media media sources, playing a role in communications and trust. So Amaya has asked a question around this, and I think it's particularly pertinent with the advance of AI as well. And what role that plays

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00:46:46.260 --> 00:46:53.450

Alicia Fuller: that technical disruption. So Samia, I might come to you first.st So

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00:46:54.060 --> 00:47:22.179

Alicia Fuller: it plays a role. It's undeniable social media in communication, in trust and in today's world of podcasts and alternative media, such as Tiktok. How should public servants engage the public on policy and decisions, especially with uses of podcasts, since they are more plain language, and then, Maria, you may want to comment on that as well.

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00:47:22.900 --> 00:47:47.490

Saumya Shruti: Totally. These are really pertinent questions, and I'll answer by saying that this is an ongoing conversation, especially as technology is shifting so rapidly, and the challenge in government is keeping up with how technology is shifting. But I think there's sometimes an overemphasis on information circulated online and trying to catch up on that technology

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00:47:47.490 --> 00:48:06.390

Saumya Shruti: absolutely. There is so much information and platforms to be engaging in, and I think that the governments need to do everything that they can to contribute to the information atmosphere. Otherwise, there's just a lot of bad actors out there, or people who don't fully understand

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00:48:06.390 --> 00:48:29.699

Saumya Shruti: having platforms and being able to speak. I've worked with counties in the past, in the Us. Specifically where, because of this sort of public or the social media aspect, people will show up in physical conversations and be very standoffish intentionally to slow down processes because it disagrees

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00:48:29.700 --> 00:48:54.549

Saumya Shruti: with their worldview or the information that they found, but actually like being able to intentionally engage physically with folks has been such a boon and such a. It's been able to counteract some of the misinformation that we see online around social media. So I think there's a Comms effort that needs to happen around like, how do you show up

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00:48:54.550 --> 00:49:22.119

Saumya Shruti: physically, which I think some comments have been mentioning just like being there in community itself, but also like adding to what people are saying online. And again, not everything needs to be responded to, because there's just so much information out there and so many bad actors. But if you are doing this authentically in trust building, I think the approach is, how do you show up

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00:49:22.120 --> 00:49:40.080

Saumya Shruti: assuming the best of intentions, and then be willing to have a non-judgmental conversation with folks which takes time, which, unfortunately, social media is not the platform. So if that's the in that allows for deeper conversation, that's 1 pathway, but not the only pathway.

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00:49:44.029 --> 00:49:50.300

Maria Pedraza: Yeah, I just wanna give a piece of advice that we are applying

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00:49:50.860 --> 00:49:55.940

Maria Pedraza: try to. Don't focus your social media on what you're doing.

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00:49:56.430 --> 00:50:01.900

Maria Pedraza: Try to focus on. Why, why, you're doing it, you know.

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00:50:02.050 --> 00:50:05.529

Maria Pedraza: Telling a story always improves engagement.

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00:50:06.298 --> 00:50:14.749

Maria Pedraza: And try to speak the way people speak. That help us to be more approachable.

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00:50:15.772 --> 00:50:23.020

Maria Pedraza: Actually, I like a comment that Kara lift. And in the chat

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00:50:23.608 --> 00:50:40.589

Maria Pedraza: we need sometimes to engage local journalists, you know, and when I say local is not from the city, from any specific communities. So you can you? You can check as Sonia, said the the full environment.

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00:50:40.760 --> 00:50:45.266

Maria Pedraza: You can. You can find important stakeholders. Important.

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00:50:46.200 --> 00:50:56.129

Maria Pedraza: you know, actors that can help you to to improve the communication process. Of course, communication is clear when you're trying to to build trust.

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00:51:00.000 --> 00:51:27.290

Alicia Fuller: Absolutely. Thank you. And and you know, talking about it as a you know, the communication is the lever and the the you know, the social media or the alternative sources of the tool, I guess. And then it's which tool is appropriate. For which type of communication is so important. And we have a question from from Rory here as well. Omaria. Open floor for you. But

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00:51:27.290 --> 00:51:30.300

Alicia Fuller: just on that. How? How do you turn

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00:51:30.300 --> 00:51:48.760

Alicia Fuller: trust? Built around? Perhaps more of a discrete policy area or project to a more generalized trust in the government. So really scaling up the kind of positive impact of something that may not typically be so visible.

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00:51:58.490 --> 00:52:00.849

Alicia Fuller: and it's an open floor, so so.

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00:52:00.850 --> 00:52:06.789

Saumya Shruti: I can jump in, but I know I just spoke so. Omar! Maria, do you have thoughts first? st

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00:52:06.790 --> 00:52:08.060

Omar Chedda: No please. Go ahead.

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00:52:08.350 --> 00:52:32.540

Saumya Shruti: So this is such a pertinent question for us at Cpi, and more broadly, we supported this study by Harvard University on like Well, where has trust building actually in this is specifically in the Us. But where has trust building been successful? And we were looking at a couple of different case studies. And one of the big examples that came up was

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00:52:32.540 --> 00:52:43.539

Saumya Shruti: the development of this huge community area in the Raleigh North Carolina area, called Dorothea Dix Park, and it was done through intense

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00:52:43.540 --> 00:53:10.379

Saumya Shruti: consultation and co-creation. Really cool. I've been there. It's a beautiful space, and so there's a lot of trust in government there. But unfortunately, that part came at the cost of more affordable housing, and at the same time there is like this big movement around police brutality in the Us. And so what a lot of people said was like, Yeah, we, I guess we trust, like the people who did this

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00:53:10.380 --> 00:53:35.340

Saumya Shruti: park. But that doesn't make me trust government broadly, because oftentimes the constituencies see governments as a monolith not like oh, but you're from the Dmv. Or the department of motor vehicles. So I trust you. So it's actually, really, really hard to scale up trust. And I think that's quite intentional, too, because you're not like there's again all the social

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00:53:35.340 --> 00:53:59.740

Saumya Shruti: media and all these different things that you're seeing. And you group in your local government kind of with your State government, national government, or depending on where you sit in the world like in India, there's not a lot of local government power as there is central government power. So all of it is sort of tied together. So I think there's a hesitancy for me to answer fully, because I don't know if there's actually a really good way to

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00:53:59.740 --> 00:54:24.659

Saumya Shruti: scale up trust outside of oh, this is a process that has worked in this discrete setting. What are the processes? How can we learn from this process and then implement the process in other topics and other areas, because you can't just say like, Oh, because people trust us for this. Now let's ride the momentum and run it in this other like. Just do other things in different topics.

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00:54:24.660 --> 00:54:33.229

Saumya Shruti: I think you need to do the trust building process and this other discrete topic as well. But I'm curious, Omar, Maria, what you might have to say to that.

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00:54:33.630 --> 00:54:40.810

Omar Chedda: Yes, thanks. I think when you are able to connect civic engagement to accountability.

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00:54:43.170 --> 00:55:11.929

Omar Chedda: people learn from that that, you know they don't have to be a passive recipient. They can actually influence policies, influence what happens in their communities. And so I think you can scale up from there. We've had, you know, several examples here in Jamaica where civil society groups became concerned about various issues having to do with security, the environment, and and so on, and

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00:55:12.240 --> 00:55:14.980

Omar Chedda: they, you know, put

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00:55:15.150 --> 00:55:33.070

Omar Chedda: pressure on the authorities, and they submitted their proposals, and through advocacy and lobbying. You know, reforms were implemented which you know benefited everyone, and from there, you know, people realized that they could hold. You know, the authorities accountable.

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00:55:39.630 --> 00:55:41.979

Alicia Fuller: Maria anything to to add.

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00:55:42.840 --> 00:55:51.743

Maria Pedraza: Yes, I'm just asking if there is like a top of topics of city topics that can be more easy to to build trust. But

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00:55:52.150 --> 00:56:18.860

Maria Pedraza: I can't. I can't like create a ranking or a top, but I consider that if a government can promote an open and an honest dialogue in plain language about certain topic that, of course, are interesting or crucial for the society

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00:56:19.020 --> 00:56:20.647

Maria Pedraza: you can start.

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00:56:21.990 --> 00:56:37.749

Maria Pedraza: a building, a trust process. It's important to always have, like like a warrantors of the conversation. It's not simple for governments just face this conversations, because

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00:56:37.870 --> 00:56:41.452

Maria Pedraza: sometimes there are many concerns. There are many

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00:56:42.310 --> 00:56:50.940

Maria Pedraza: ideas that can make it make the dialogue difficult. So you need this, those guarantors of the conversation that

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00:56:51.040 --> 00:57:11.380

Maria Pedraza: help you and support you, maybe from civil society or just social leaders that can help you to build legitimacy also. And I think that that's all that I can say. But this topic is really interesting, and of course have

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00:57:11.380 --> 00:57:28.260

Maria Pedraza: several variables. For example, political opposition is really important, because trust sometimes is really hard to build. When you have a political opposition with no real reasons. Just

260

00:57:28.530 --> 00:57:31.490

Maria Pedraza: is opposition, and there is no more.

261

00:57:31.650 --> 00:57:36.470

Maria Pedraza: So. Of course, the topic is profound and it's complex.

262

00:57:37.380 --> 00:57:38.090

Alicia Fuller: You know.

263

00:57:39.010 --> 00:58:02.939

Alicia Fuller: we've had so many questions in the chat today which has been fantastic. So please do go to the community. Ask these questions. They're so important. But thank you so much to all of you for your fantastic insights, and I'd like to ask the whole virtual room and just giving Maria, Samya and Omar a virtual round of applause. Thank you so much

264

00:58:02.970 --> 00:58:25.899

Alicia Fuller: and importantly, thank you. To all of you who have attended today, you're investing in your learning, and you've just been so engaged in this topic. So thank you so much. The team is just going to pull up a quick poll to find out how you felt about today. It will just help us continuously improve our content. And we just really appreciate your responses. So you'll see a poll get launched there.

265

00:58:26.260 --> 00:58:50.859

Alicia Fuller: And yes, please do join that community. Post your questions. And as a special thank you to everyone who attended today's event, we're giving you all access to a useful report. Summary that acts as a great introduction to government customer experience. It will cover the latest trends, best practices, and emerging opportunities in this really exciting and important space.

266

00:58:50.860 --> 00:58:58.340

Alicia Fuller: So to claim your link to the report summary, go to the government customer, experience community, leave a comment on the post.

267

00:58:58.340 --> 00:59:21.009

Alicia Fuller: and we'll send you a link after the event. My colleague will just post that in the chat for all of you. Now. Okay, thank you. That is all we have time for today. We hope you found it helpful. We want to say a huge, huge thank you again to our speakers, to everyone who's made today happen, and to you also for taking time out of your really really busy days and schedules.

268

00:59:21.010 --> 00:59:33.610

Alicia Fuller: Keep an eye out for that email, coming your way with today's recording and resources. We hope to see you at another apolitical event very, very soon. Have a wonderful day, everyone. Thank you so much. Bye. Then.

269

00:59:33.790 --> 00:59:35.090

Omar Chedda: Thank you. Bye.

270

00:59:35.090 --> 00:59:35.840

Saumya Shruti: Thank you.