Sources	Microsoft/EY		
Date	September 2020		
Potential scale of impact ★★★☆	Certainty of outcome ★★★★	Impact horizon H1　　H2　　H3	

[Artificial Intelligence in the Public Sector](#), published by Microsoft in 2020, indicates that two thirds of public sector organisations see AI as a digital priority - but only 4% of surveyed public organisations have scaled it to transform their organisation. As a result, just 10% of respondent organisations are using AI to solve complex problems and only 9% are using it to significantly change ways of working.

The report describes those organisations using AI to transform the way they deliver public services as 'Transformers'. Transformers have one thing in common: their leaders believe in the power of AI and see it as a key strategic priority for changing how their organisations work. They have strong commitment across all leadership levels and they tend to have a stronger leadership focus on objectives, including better experiences for citizens and employees, quality and risk management, decision-making and optimising resources.

Transformers are able to create an environment in which the right skills and structures can develop – from data governance, technology to ethics and culture. But at the end of the day, it'ss people who actually make change happen. So, attracting and developing the right talent, and giving them the conditions to thrive, will be vital for public sector organisations who truly want to harness the potential of AI in public service.

Successful adoption of AI in public service - the report suggests - involves

- Senior leaders acting as agents of change - making AI a strategic priority that reflects the organisation's mission, developing a clear strategy and implementation plan, and making investment available.

- Identifying and incentivising AI advocates - across all leadership levels and functions

- Cultivating an AI development mindset across the organisation - encouraging employees to develop hard skills like data science, engineering and domain expertise, and soft skills like innovation, change management and collaboration

- Developing a formal approach for managing data and AI tools in a structured way - good governance is needed to provide oversight, direction and accountability for progress. Ethical frameworks are essential too - for protecting privacy, mitigating bias and responding to regulatory changes will help build trust among citizens and employees.

AI IN THE PUBLIC SECTOR

Most public sector organisations have yet to embrace AI in their own processes