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Excellence in Public Service Delivery

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Abstract- ***The concept of excellence in public service delivery has moved from a focus on speed and cost, as exclusive measures of public service delivery, to a broader and all-encompassing concept that includes the capacity for co-creating public value, trust, and managing volatility. From 2020 to 2025, the state has experienced a series of shocks and increased demands for digital-first, inclusive, and transparent public service delivery. During the period, research has been conducted in the following areas that are related and integral to each other, namely, public value and ecosystem thinking that redefines public value beyond customer satisfaction; service excellence and quality management that articulates principles, models, and measurement systems; digital transformation and algorithmic governance that reshape the channel and processes of public service delivery; and operational excellence, co-production, and innovation capacity that translate strategy into sustained performance. This paper synthesizes the research evidence of the last five years and develops an integrative framework of public service excellence that is applicable for public services that experience the logistics of public service delivery, such as transport, border control, urban permitting, and regulatory interactions. Using the PRISMA 2020 reporting guideline as an outlining framework for the systematic review process [1], this paper establishes a mapping of the evidence on how public service excellence is achieved in public service design and measurement and governance. The synthesis of the evidence indicates that public services that achieve public service excellence always involve the design of the citizen's journey and public service delivery discipline (Lean and standard work), measurement of public service performance within the logic of public service to serve citizens that balances access, responsiveness, and quality [7], and understanding trust as an output of reliability, fairness, and integrity and openness [8, 9]. Digital channels for public value increase with public service quality and the reliability of information provided. Digital channels are seen to increase inequalities among citizens due to digital divide and the opaqueness of algorithms used [10–12]. A blueprint for public service excellence maturity is proposed to link public service excellence standards [2, 3] to innovation capacity [13] and algorithmic governance of public value [14].***

Index Terms- ***Public Service Delivery; Service Excellence; Public Value; Citizen Experience; Digital Government; Co-Production; Lean; Innovation Capacity; Trust; Governance.***

I. INTRODUCTION

Public service delivery is one of the most important areas of interface between society and the government. If service delivery is good, it can help in reducing transactional costs for society and businesses in general, promote social welfare, and increase productivity in the economy. On the flip side, if service delivery is bad, it may lead to increased social inequality in society, a lack of social capital, and inefficiencies in society that may spill over into logistics and supply chains. Excellence in public service delivery has therefore emerged as an important concept. Excellence in public service delivery is no longer merely a means to an end in service delivery; rather, it is a means to build capabilities that "continuously" create value within constraint. The concept of excellence in public service delivery has assumed greater importance between 2020 and 2025 as governments have attempted to address crisis situations, inflationary pressures, and a changing digital environment. At the same time, citizens have begun demanding faster, more convenient, and transparent service delivery. Service delivery reforms in some countries have begun using language related to customer experience in addition to public value, equity, and legitimacy. It implies that excellence in public service delivery must now be measured in terms of more than satisfaction; rather, it should be based on multi-dimensional models involving access, responsiveness, quality, and equity dimensions [7-9]. This change is also supported by recent research. Public value approaches emphasize public value as being "co-created across public service systems and existing on multiple levels including institutional rules, service organisations, user experiences, and shared beliefs" [4]. Concurrently, research on the

value elements of public services suggests that "service providers and volunteers can be beneficiaries of value in public services when involved in service design and co-production," which influences how public service excellence is managed and achieved [5]. Digital transformation research suggests that digitalisation has the power to "increase efficiency and access to services," and that it "can also lead to marginalisation of those without digital skills or connectivity, resulting in a digital divide that undermines fairness," which influences how public service excellence is achieved [10]. Moreover, "with the increased use of algorithms and machine learning in public organisations, public service excellence is now dependent on how well public organisations are able to govern automated decision tools to ensure public values are maintained and robustness is achieved" [14]. This research aims to address the research question on how public service excellence is achieved through its capabilities and governance structures based on consolidated research from 2020 to 2025. This review article will be based on an "evidence-to-value logic inspired by multi-phase implementation thinking in public service contexts," replacing "exploration," "adoption/preparation," "implementation," and "sustainment" with "contemporary standards and frameworks published during 2020–2025," replacing "traditional conceptual anchors with contemporary standards and frameworks published during 2020–2025," as expected by a Scopus/Q1 journal.

II. AIM AND OBJECTIVES OF THE STUDY

Aim. To carry out an integrative literature study on the findings of the excellence in public service delivery research from 2020 to 2025 and formulate an integrative framework that integrates service design, service capacity, measurement, and governance with public value and trust.

Objectives.

(1) To study the concept of excellence in the findings of the research on public service delivery, public service excellence standards, and dimensions of public value [2-5].

(2) To study the critical dimensions of public service capacity that are required for excellence in public service delivery: citizen-centric service design, operational discipline, digital service quality, workforce capacity, and innovation capacity [7, 10, 13].

(3) To study integrative measurement of public service capacity that balances user experience and objective performance and integrates measurement with trust and legitimacy [7-9].

(4) To study the concept of digital transformation and algorithmic governance as a driver and/or inhibitor of excellence in public service delivery and the dimensions of inclusion, transparency, and robustness of digital transformation and algorithmic governance in public service delivery [10-12, 14].

(5) To formulate an integrative methodology blueprint for public sector organisations that takes a maturity approach and has implications for logistics-facing public services that impact the flow of the economy, including transportation services, permitting services, inspection services, border management services, trade facilitation services.

III . REVIEW METHODOLOGY

3.1 Design and Reporting Standards

The format in which the research paper is presented will be based on the guidelines provided in a structured literature review and integrative synthesis. For reporting literature search and synthesis, the PRISMA 2020 reporting guideline will be used to ensure transparency in literature search and synthesis [1].

3.2 Search Strategy

The words used in searching literature for the research were: "public service delivery" AND "excellence" OR "service quality" OR "public value" OR "trust"; "digital government" OR "e-government service quality"; "co-production" OR "citizen engagement"; "Lean" OR "operational excellence" AND "public sector"; "innovation capacity" AND "public sector"; "algorithms" OR "AI governance" AND "public value." Some standard documents and cross-national policy documents on public service delivery and trust (OECD) and excellence (ISO) were used. These documents were of the same date range as mentioned in the above sentence [2, 3, 7-9, 13].

3.3 Eligibility Criteria

The criteria for selecting articles to be used in the research study were as under: articles from journals and reviews from January 2020 to December 2025, written in English language only, and proposing a framework of public service excellence, quality, performance, trust, digital service delivery, operational excellence, co-production, innovation capacity, and the like. These articles must have sufficient information available with them for the interpretation of the research. Articles on private services were excluded if these services lacked sufficient information for public service delivery. The main areas that have been identified from the articles are excellence definition, service context, capability domains, measurement, governance and risk, and outcomes. These areas have been synthesized and grouped into five clusters, which are public value and ecosystem, service excellence standards and models, measurement and trust, digital transformation and algorithm governance, and finally, operational excellence, co-production, and innovation. Since the research articles used different methods and measures in their research, the synthesis was carried out qualitatively.

IV. CONCEPTUAL FOUNDATIONS: WHAT "EXCELLENCE" MEANS IN PUBLIC SERVICES

4.1 Public Value and the Public Service Ecosystem

One of the findings that came out from recent research studies on value creation in public services is that value creation occurs within a public service ecosystem rather than a linear chain of production and consumption. The public service ecosystem is a conceptual framework that links service management and public administration to better comprehend value creation at different levels: individual, service, organizational, and belief levels [4]. The importance of this is that it shows that excellence at the front desk is not necessarily achieved if other aspects are not aligned. Moreover, value creation is not only limited to satisfying the needs of citizens; it also includes legitimacy, equity, as well as long-term results in terms of resiliency and adaptability. Other research studies conducted on value creation in public services further enhanced the concept of value creation within public services. The research studies emphasized that value creation is for different stakeholders, such as service staff and volunteers; co-design and co-production can influence value creation in terms of value element realization [5]. Moreover, it is also emphasized that public value creation is affected by political context as well as governance flows; thus, it is emphasized that excellence within public services is a governance issue rather than a management issue only.

4.2 Service Excellence as a Principle-Based Model

Service excellence standards provide operational definitions for service excellence, thus extending the theory of public value. ISO 23592:2021 provides a specification for service excellence terminology and principles, which are intended to lead to "outstanding customer experiences and long-term 'delight'" and is thus applicable in the context of both private and public services [2]. ISO/TS 23686:2022 provides guidance for a public service excellence model, where excellence is defined in terms of stakeholder experiences, leadership, process management, measurement, and continuous improvement in the context of public services. Although standards are specific to certain contexts, they offer a scaffolding approach, which is useful for organisations that need a common language for excellence initiatives.

4.3 Implementation and Change as a Multi-Phase Challenge

Excellence is a result of a long-term change process, where new service standards, changes in business processes, employee capabilities, and governance structures are integral. Contemporary implementation theory has a range of practical advice for the implementation process, which has been updated to a Consolidated Framework for Implementation Research (CFIR) where determinants for implementation are grouped under intervention characteristics, inner setting, outer setting, individuals, and implementation processes [15]. Although implementation theory was developed in a healthcare context, its logic is easily applied in a public services context, where the interplay between climate, leadership, resources, and the policy context is a common feature.

V. MEASURING EXCELLENCE: PERFORMANCE, EXPERIENCE, AND TRUST

5.1 "Serving Citizens" Measurement Logic

The need for excellence is said to be measurable. However, the measurement of the performance of public services is a debatable concept because it has multiple objectives and is faced with trade-offs in terms of efficiency, equity, and responsiveness. The measurement logic of the OECD's "Serving Citizens" initiative provides a pragmatic approach to the measurement of excellence by considering the "access," "responsiveness," and "quality" aspects of essential services such as health care, education, and justice. In addition, the OECD initiative considers the aspect of citizen satisfaction as a means of measuring objective performance indicators. However, it is emphasized that over-reliance on a single dimension of citizen satisfaction is not a means of measuring excellence.

5.2 Trust as an Outcome of Service Performance

Trust is a dual concept because it is both the outcome and resource of service performance. An updated OECD framework on the determinants of trust in public institutions highlights "responsiveness," "reliability," "integrity," "openness," and "fairness" as the determinants of trust in public institutions. An OECD initiative on the framework for building trust in public institutions highlights "information accessibility and transparency of procedures" as a means of creating satisfaction and trust among citizens with regard to public services. This is particularly the case when it comes to the availability of guidance materials on administrative procedures. Hence, excellence initiatives need to consider the aspect of reliability and fairness of improved service performance. Otherwise, efficiency may not necessarily result in legitimacy. This research evidence supports the link between service performance and trust. A research based on survey research on digital public services suggests the potential of digital service delivery in creating public value through efficiency and access in public service delivery in "maintaining 'information reliability' and 'service reliability' in public service delivery" [16]. Initiatives for excellence should include trust as an element of performance and incorporate trust measures in the performance measurement system.

5.3 Innovation Measurement and Learning Loops

Measurement is also seen as an important tool for learning. The work of the OECD on innovation measurement in the public sector identifies the gaps in the existing approach and provides an outline of the process of operationalising the measurement of innovation as a tool in the public sector decision-making processes.

VI. DIGITAL TRANSFORMATION AND EXCELLENCE IN SERVICE DELIVERY

6.1 Digitally Induced Change and Organisational Implications

The digital transformation of public service delivery is seen as an initiative to enhance public service delivery. However, it also involves the complex process of change in public sector organisations. The research on digitally induced change in public sector organisations synthesises the research on the impact of digital transformation on public sector organisations and suggests that it is not technology adoption that is important in the digital transformation of public sector organisations but governance and transformation of public sector organisations.

6.2 Digital Service Quality and Public Value

The role of digital public service quality in the creation of citizen satisfaction and public value is significant. The assessment of digital public services in the government sector through public value theory in arriving at the year 2025 highlights the role of service quality in the creation of public value. At the same time, it also highlights the role of service quality in the creation of public value in the context of digital public services. The PS-DigQual framework highlights the dimensions of digital public service quality in the context of e-government services. At the same time, digital service quality plays a role in the time taken in the context of logistics.

6.3 Inclusion and Digital Divide

Digital transformation has the potential to widen the gap between those who have access to it, skills to use it, or technology to acquire it. In fact, a review of digital transformation projects in local government

for 2024 indicates that digital transformation has the potential to widen inequality through digital divides. In fact, operational excellence in digital transformation means that hybrid channels that are digital by default must be accessible to those who need it to be that way.

6.4 Designing Excellent Digital Journeys: From Forms to End-to-End Experiences

Digitization begins with digitizing forms, but designing excellence involves designing the entire digital journey that encompasses the transaction. This includes identifying the "moment that matters" in the digital journey, i.e., receiving permits in time for construction schedules, clearing cargoes without incurring demurrage, registering businesses without needing multiple visits, etc. It also includes designing all touchpoints, digital and physical, and identifying all touchpoints that could fail in the digital journey, including poor instructions, duplicated data input, incompatible identification requirements, and poor handoffs between agencies. There could be situations in public service delivery where the greatest delay is not in the individual touchpoints but in the interagency coordination and verification. However, some empirical evidence is available on the requirement for quality and reliability in digital journeys. For example, in a research paper on digital service delivery in Mexico, it was stated that "public value is enhanced within public service delivery when quality of service and improvement of service efficiency are prioritised; information reliability is a key enabler for sustaining public value within digital service delivery" [16]. Moreover, in another research paper on the management of public value in digital transformation, it was stated that "public value within digital transformation is impacted by governance; prioritisation, participation, and trade-offs in accountability/discretion within digitisation are important" [23]. Therefore, it is proposed that excellent digital journeys are those where quality service is provided with operational reliability.

VII . OPERATIONAL EXCELLENCE, CO-PRODUCTION, AND INNOVATION CAPACITY

7.1 Lean and Operational Excellence in Public Services

The principles of operational excellence were developed from principles derived from industry and service industries that were applied to manufacturing and service industries. However, the principles of operational excellence are adapted to apply to public sector organizations. In fact, a systematic literature review of the application and benefits of lean management and lean six sigma in local government organizations discusses the benefits and challenges associated with the application of operational excellence principles to public sector organizations. The success factors that are associated with operational excellence principles in public sector organizations are those that are associated with the success of staff engagement as well as those that are associated with aligning lean management and lean six sigma to public value as opposed to cost reduction. In fact, a research article on the application of Lean thinking and efficient resource utilization in public service design indicates that there are benefits associated with the application of Lean thinking principles to public sector organizations to enhance satisfaction as well as productivity as an integrated system as opposed to a tool.

7.2 Co-Production and Citizen Engagement

Co-production is an important concept in public management in recent times. It is defined as "how citizens and communities co-produce public services with government agencies." A narrative review on the orientation of co-production to 2025 collates the findings of studies on "the evolution of co-production" and provides a conceptual model of co-production that links organisational factors with the evolution of co-production practices. Co-production practices are important even in crisis situations. For instance, a research paper on co-production in crisis situations highlights "how co-production can mitigate crisis impacts." It also "identifies challenges related to coordination and equity" in co-production practices. For excellence in public service management, co-production must not be merely a mantra. It is necessary to have "tools such as service journey workshops, participatory prototyping, and

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feedback systems to collect citizen experiences to inform priorities." It is also necessary to "ensure that marginalised groups are not excluded from co-production."

7.4 Leadership, Culture, and Frontline Enablement

From the various literature on operational excellence and public management, it would appear that a trend in achieving excellence is people and processes. For example, from various reviews on the implementation of lean in public sector organisations, it was stated that "leadership commitment, engagement, and capability are pre-requisites for sustaining improvements" [19,20]. This means that it is necessary for a service purpose to be defined, for psychological safety to be promoted in the workplace in order for problems to be solved, and for quality not to be compromised in favour of productivity targets

Frontline enablement is an important factor in public services because they have to address complexities, discretions, and exceptions. The excellence programs could be facilitated using tools related to problem-solving strategies that include the daily huddle, the visual board, and roles and responsibilities. It is important to consider the training programs that could enable the public service workers to address the feedback from the public that could be critical to the service. There are public services that could be facilitated using the concept of co-production as an enabler of the public service workers. It is critical that the public service workers are facilitated to involve the public in the decision-making process given the diversity of the public in the co-production decisions [21].

Step G: Sustain and scale. The OECD's innovation capacity framework is used to ensure that service improvement is embedded in systems and not only in projects. Communities of practice and scaling are used to support service knowledge sharing and scaling [13].

The service design roadmap presented in the document is also expected to be consistent with the governance structures in public organisations in terms of legal, audit, and political accountability. Furthermore, the service design process presented in the paper is also expected to be consistent with high-quality evaluation requirements in terms of clear specification of 'what' and 'why' in each step.

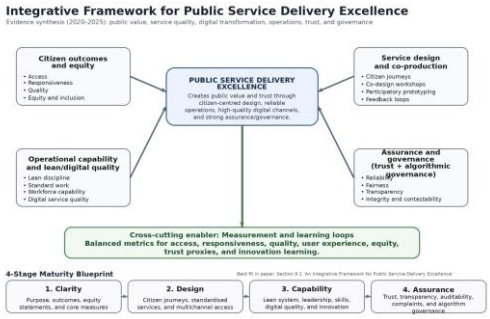
VIII. GOVERNANCE FOR EXCELLENCE: ALGORITHMS, ETHICS, AND ROBUSTNESS

In public service management, the increasing importance of algorithms and artificial intelligence is a reality. Algorithms are now an essential component of public service management. For instance, risk assessment in inspections, eligibility checks, and triage in casework are all possible through the increasing importance of algorithms. Governance is an essential aspect in public service management that is important for excellence. In the public value approach to the management of algorithms in public service management, "algorithms present opportunities as well as potential public value risks and trade-offs." It provides "principles for governing algorithms to ensure adaptability and robustness."

In a broader sense, trust frameworks also focus on fairness and integrity as a foundation for trust creation [8]. This means, for example, that if citizens consider automated decision-making processes to be unfair, efficiency gains may be counteracted by a loss in legitimacy. Excellence initiatives must consider algorithm governance as a key area for excellence.

IX. INTEGRATIVE FRAMEWORK AND MATURITY BLUEPRINT

9.1 An Integrative Framework for Public Service Delivery Excellence



As a result of synthesizing the research, excellence is best defined as a system that comprises the following four domains that mutually support one another: citizen outcomes and equity, service design and co-

production, operational capability and lean/digital quality, and assurance and governance that includes trust and algorithmic governance. These are interconnected through the concept of measurement and learning. The integrative framework for understanding excellence in public services offers a link between service delivery excellence standards and the concept of public value and trust. The ISO principles offer a framework for creating excellent experiences for stakeholders while at the same time incorporating continuous improvement into an organisation. The concepts of public value and ecosystem offer a means of understanding the importance of institutional alignment and coordination of various actors in creating excellence. The OECD offers a framework for creating a link between excellence and measurement as well as governance. The concept of digital transformation offers a means of understanding the importance of channel redesign as well as organisational and inclusion strategies. The research offers a means of understanding operational excellence as well as innovation capacity.

9.2 A Maturity Blueprint for Practice

The proposed integrative framework for excellence in public services is based on a four-stage maturity blueprint for practice. The stages are as follows:

Stage 1 (Clarity): Purpose statements and outcomes; outcomes and equity statements; and measures related to access, responsiveness, and quality.

Stage 2 (Design): Designing as a function of citizen journeys and co-production; standardizing core services; and multi-channel access and support mechanisms design [10,21].

Stage 3 (Capability): Developing disciplines of operating as a Lean system; skills and leadership disciplines; and digital service quality management and support mechanisms and innovation experimentation support mechanisms and processes [13,19,20].

Stage 4 (Assurance): Developing disciplines of governance of trust and transparency; audit-ready measurement systems; complaint and redress; and algorithm governance if automated tools are employed as part of the service delivery process [8,14].

The proposed blueprint also emphasizes the fact that the integrative framework for excellence in public services has an essential requirement that is based on the learning cycle being continuous. The learning cycle is continuous because measurement leads to improvement; improvement leads to changes in outcomes; and outcomes lead to trust and legitimacy.

9.3 Practical Methodology for Excellence Programs: A Review-Informed Roadmap

In order to develop a practical implementation methodology from the proposed integrative framework, the following roadmap is proposed as a means of ensuring that the proposed methodology is aligned with the life cycle of a reform program:

Step A: Diagnose and Prioritize. Citizen Journey Mapping, Complaints Data, and Objective Performance Indicators are employed to diagnose opportunities for improvement. A triage approach is conducted that balances citizen harm, economic impact (including logistics flow), equity risk, and feasibility.

Step B: Excellence standards definition. Excellence in service purpose is determined through service excellence principles (experience, time, accuracy, transparency), and minimum service standards are determined in terms of inclusive service access [2, 3].

Step C: Redesign for flow. Process mapping techniques are used to remove waste and handoffs between processes. Lean techniques are used to simplify and standardize processes and apply the principle of pull in processes [19, 20].

Step D: Digitisation with governance. Digitization of processes is carried out after process simplification to ensure inclusive service access to all users and define governance of data quality, content, and service uptime [10, 16].

Step E: Embedding measurement and learning. Service dashboards are built to support inclusive service access, responsiveness, and quality service standards in terms of user experience, equity, and proxies for trust. Review cycles are used to convert data into action to support service improvement [7-9, 17].

Step F: Governance for trust and robustness. For algorithmic or automated services, decision logic is documented, bias and drift are monitored, and mechanisms of contestability and redress are provided. For non-algorithmic services,

accountability is provided to support service decisions and service standards.

X. RESEARCH GAPS AND FUTURE DIRECTIONS (2025+

Although some advancements have been made in service quality, public value, and trust research in recent years, some gaps are to be filled in future research. Firstly, service quality, public value, and trust research are still in an emerging stage. There is an urgent need to concentrate on more integrated approaches to assess the impact of service operations and digital channels on trust over time. Secondly, there is limited theorization on inclusion. Although some advancements have been made in digital divides in recent years, this aspect has become increasingly important in service quality research [10]. Additionally, there has been limited development in service access and support mechanisms. Thirdly, algorithm governance has become increasingly important in service quality research, and this is still in an emerging stage in comparison to service quality research in general [14]. Although some advancements have been made in assurance-ready approaches in evaluating public sector AI applications on bias, drift, and contestability, there is still limited development in algorithm governance in service quality research.

10.1 Excellence in Logistics-Facing Public Services: Why It Matters

Public services for logistics, transport regulations, border and customs, infrastructure, and safety influence the speed and predictability of economic flows. Inconsistency in these services causes ‘hidden taxation’ in terms of waiting time, storage costs, and inventory levels. On the other hand, high-quality public services build willingness and resilience in these areas. Digitalisation has the potential to increase these benefits if it can lead to reductions in documentation and pre-arrival processing, but only if digital service quality is high and information is trustworthy. Lean has the potential to be effective in reducing lead times in inspection and approval processes, but only if these processes are end-to-end and not limited to individual units. Co-production has the potential to increase legitimacy and reduce rework in guidance and compliance processes, but only if there are safeguards in place to ensure representation and prevent only those with high resource capacity from being represented.

10.2 Accountability and Evidence in Excellence Claims

The last gap appears in the validation of excellence. There are a variety of reforms implemented with new portals and/or 'one stop shops.' However, there appears to be no assessment of whether or not these reforms have made a difference in terms of different user groups. The literature appears to suggest that excellence should be supported with evidence in the form of a baseline measure, definition, and measurement after the reform. This would enable a distinction between quick and good service. For example, quick service may actually hide increased errors and decreased accessibility of those users who cannot use the online service.

A possible approach would be a multi-stage approach with a comparison group. Complaint and appeal rates, as well as qualitative methods of assessing quantitative changes, would be useful in assessing whether or not the reforms have made a difference. Evaluation protocols would also help legitimize the agency in terms of demonstrating a commitment to excellence as a value of a public entity rather than a marketing tool

XI. CONCLUSION

Consequently, excellence in public service delivery has increasingly been defined between the period of 2020 and 2025 as an ability that creates public value and develops trust through citizen-centric service delivery, disciplined service operations, quality digital service channels, and strong governance. Based on the evidence synthesised in the article, it appears that excellence in public service delivery is not an outcome that can be achieved in isolation. Instead, it is an outcome that can be achieved through an integrated approach that combines service excellence principles [2,3] and value creation in ecosystems [4-6], measurement and trust creation [7-9], digital transformation [10-12,18], operational excellence and co-production [19-22], and innovation

capacity [13,17]. What does all this mean in practice? It means that public service organisations have an opportunity to create a pathway towards excellence that is both managerially relevant and consistent with public administration theory.

Figure 1. Apple-inspired integrative framework for excellence in public service delivery (2020–2025 evidence synthesis).

Table 1. Key 2020–2025 anchors and how they inform public service delivery excellence.

Anchor source	What it contributes	Key dimensions	Core insight	How it informs 'excellence' practice
ISO 23592:2021	Service excellence principles and terminology	Service design + culture + measurement	Experience consistency and continuous improvement	Adopt as baseline excellence language and self-assessment
ISO/TS 23686:2022	Public service excellence model guidance	Public service organisations	Stakeholder experience, leadership, process management	Use to structure excellence programmes and audits
OECD Serving Citizens (2022)	Service performance and satisfaction framework	Access, responsiveness, quality metrics	Links objective indicators and satisfaction	Build balanced scorecards; avoid single-metric excellence
OECD Trust framework (2021/2022)	Drivers of trust in institutions	Reliability, responsiveness, fairness, integrity, openness	Trust as outcome and resource	Include trust proxies; design transparent procedures
Public service ecosystem (2022)	Value co-creation across ecosystem levels	Institutional/service/individual/beliefs	Excellence requires system alignment	Target cross-agency handoffs and rules, not only front office
Digital transformation review (2024)	DT effects in local government services	Inclusion and digital divide risks	DT improves services but may marginalise groups	Design hybrid channels and assisted digital support
Digital gov quality review (2025)	Digital service quality dimensions via public value	Service/info/system quality	Citizen perspective focus	Use multi-dimensional quality measures for portals
Lean in local government SLR (2024)	Lean/LSS adoption evidence	Leadership + engagement + capability	Benefits and common pitfalls	Treat Lean as system, not toolkit; connect to public value
Co-production narrative review	Shifts in co-production	Organisational factors and evolution	Inclusion challenges	Build participatory

(2025)	orientation			mechanisms with representation safeguards
Algorithm public value (2021)	Algorithm governance principles	Adaptive/robust 'lambda' values	Trade-offs and risks	Implement transparency, contestability, monitoring

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