BearingPoint

Making augmented public services a reality

Using AI to make government organizations SOAR

Executive summary

In a challenging demographic and economic context, most Public Service Organizations are piloting the use of Artificial Intelligence to automate processes, improve decision-making and transform their delivery models.

This is not a binary choice between human delivery and the use of AI to fully automate frontline delivery. Just as augmented reality overlays digitally-generated content on an individual's view of physical reality, our vision of augmented public services embed AI-powered tools and content optimally for public servants, citizens and businesses.

Across many countries there are emerging examples of augmented public services, showcased in this report, and structured around three overarching goals:

1. **Augmented efficiency through automation:** doing more with less, notably through the automation of lower value activities and agentic workflows.
2. **Augmented empowerment of public servants:** providing public sector professionals with tools to take better decisions and work more effectively.
3. **Augmented experiences for citizens and service users:** transforming the interactions with citizens/businesses, notably through personalization and virtual delivery.

The challenge is now to go beyond pilots and scale Augmented Public Services successfully, requiring four key ingredients:

- **Engage across the organization and build dedicated expertise.**
- **Apply an ethical mindset and embed security.**
- **Enhance data and establish technology foundations.**
- **Scale up innovation.**

As the use of AI grows, expectations amongst service users and public servants will continue to rise. A step change in efficiency and decision-making is achievable by scaling up AI adoption. Public Sector leaders need now to define and communicate their organization-wide vision of augmented services. They must initiate the switch from a pilot to a delivery mindset, focussing on process improvement, organizational design and benefits as much as the next technological development.

AUGMENTED PUBLIC SERVICES

Opportunity and challenges

Public Services across Europe face real challenges. Demand is increasing across many service areas. An ageing population requires more health and social care support and there is increased spend on Defence and Security. Citizen expectations of public services and their interactions with administrations are rising too, driven by their everyday digital experiences with online retailers, banks and utilities companies.

Many administrations face budgetary pressures. Supporting citizens and businesses through the Covid-19 pandemic increased debt in many countries. The average level of government debt now sits at 80% on average across the European Union[1] and 96% in the United Kingdom[2]. Productivity growth in the delivery of services, in the public and private sectors, has slowed over the past twenty years. As a result, many countries are facing constraints on spending in a context where in many cases public servants' pay levels have tracked behind inflation for a decade.

Artificial Intelligence for public services offers a ray of hope for many public sector leaders. Some even suggest it could "save public services". A step change in efficiency of back-office processes is expected. Intelligent virtual assistants are predicted to reshape and hyper-personalize interactions between administrations and citizens. And public servants are promised more time for value-added tasks and deeper real-time insights for decision-making.

And yet the potential for comprehensive automation of frontline public services is a long way off and may not be desirable. Doctors, nurses, nursery staff, police officers are amongst professions considered the least likely to be full replaced by AI. There are three main reasons:

- **The importance of the human touch:** whether in education, healthcare or prison, the nature and quality of interactions are core to citizen satisfaction and driving desirable policy outcomes.

- **The complexity and subjectivity of decision-making:** whilst companies may manage commercial risk through automated decision-making (e.g. to drive online sales), citizens expect human judgement in decisions ranging from allocation of benefits, through to immigration or military operations on the battlefield.

- **The ethical risks from AI:** for example in the areas of policing and security, access to and processing of personal information (e.g. through CCTV cameras) may challenge individual freedoms. Where algorithms may give rise to bias or errors ("hallucinations") these are unacceptable to many citizens and stakeholders.

There are strong arguments for and against the use of AI in public services. So, it is unsurprising that the public sector workforce's attitude to the use of AI oscillates between enthusiasm and disquiet. The overall sentiment in the public sector is less strong than for private sector. A recent BearingPoint study found that 60% of C-suite executives are skeptical about Gen.AI within the public sector compared to only 44% within the private sector.

1 EUROSTAT (2025)
2 OFFICE FOR NATIONAL STATISTICS (2025)

Attitudes of the C-suite position on AI-driven transformation (including Gen.AI)

In this context public sector leaders and wider society have choices about the nature, breadth and depth of use of AI within public services.

At one extreme, AI is seen as an opportunity to transform the quality of services and the public sector workforce. At the other, there is a rejection of AI's dehumanization of public services and its contribution to decision-making.

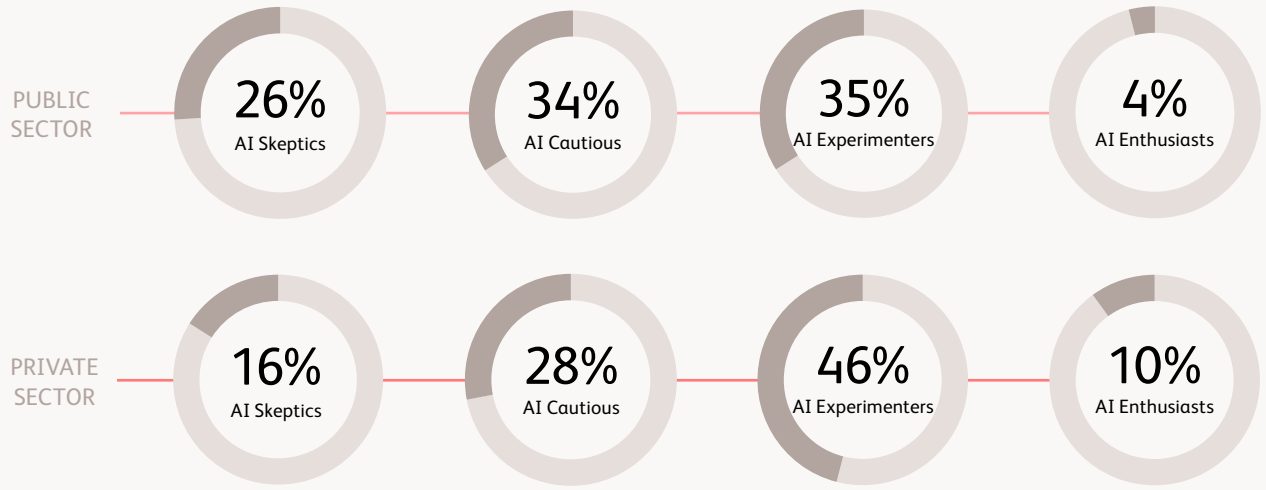
We do not believe this is a binary choice. Instead of opposing AI and human delivery within public services, we project a future of "augmented public services". Just as augmented reality overlays digitally-generated content on a human's view of physical reality, augmented public services embed AI content and tools into key life events for service users and public servants.

Through augmented data, insights and capabilities, public servants can respond more quickly, personalize services more precisely, spend more time on problem-solving and leverage deeper insights for decision-making.

We identify three main uses or examples of technology augmenting public services:

- **Efficiency through automation**
- **Empowerment of public servants**
- **Experiences for citizens and service users**

Attitudes amongst Senior Leaders to AI show more caution and skepticism in the Public Sector (BearingPoint survey 2024)



Where are / should be the priorities for use cases?

1. Augmented efficiency through automation: doing more with less, notably through automation of lower value activities within processes

New solutions bring together Robotic Process Automation with text analysis, generation and advanced reasoning are often referred to as "agentic workflows[3]". They represent the next step of digitalization of back-office processes within public services, offering more flexibility than previous automation solutions and enabling the management of complex activities and workflows. In many cases they incorporate automated document creation and generation (whether emails, letters or standard reports) as part of process optimization. As with previous waves of digitalization, deployment of the technology at scale will not be enough to realize the efficiency benefits. Obtaining the efficiency gains will require changes to processes, ways of working and support to staff to thrive with the new tools.

International examples of augmented efficiency

Many governments and public sector bodies are trialing solutions to accelerate the management of large volumes of written material, whether within legislative processes or to manage archiving. Pilots thus far have demonstrated major efficiencies but additional refinements are under way to improve accuracy and reduce bias:

France has been trialing the LLaMandement solution to summarize automatically legislative proposals (amendments, of which high volumes are the norm), for use by interministerial meetings and committees. A 94% accuracy rate (auto-attribution) was achieved across 5400 amendments in 10 minutes[4].

The United Kingdom's Consult solution aims to analysis responses to public consultations, generating themes quickly and at much lower costs.

A pilot on a Scottish Government consultation on the regulation of non-surgical cosmetic procedures took a median 23 seconds to pull out themes from a response with an accuracy (F1-score of 07.6 and 60% of themes were unchanged after review)[5].

BearingPoint case studies

PLAN International is an NGO striving to advance children's rights and achieve equality for girls. They have a diverse funding portfolio which includes public funds and private donations across many countries. BearingPoint developed a Gen. AI model to accelerate the production of an annual impact report, consolidating reports from field offices which are reported back to funders and donors.

This model delivered considerable time savings[6] and the final product was well received by donors. The following year's annual report will be generated in the same way and the same approach will be used to help fields offices carry out reporting.

3 AI-DRIVEN PROCESSES WHERE AUTONOMOUS AI AGENTS MANAGE, COORDINATE, AND EXECUTE TASKS WITH MINIMAL HUMAN INTERVENTION
4 L'USINE DIGITALE(2024), IA GÉNÉRATIVE : LLAMANDEMENT AIDE LES AGENTS PUBLICS À RÉSUMER LES AMENDEMENTS PARLEMENTAIRES. LINK
5 UK INCUBATOR FOR AI EVALUATION, 2025. LINK.
6 THIS MODEL GENERATED A FIRST DRAFT REPORT FOR 2023 THAT WAS 80% COMPLETE THAT WAS THEN QUALITY CHECKED AND ASSURED BY STAFF. IN 2024 THE ANNUAL REPORT WAS FINALISED IN 300 HOURS (APPROXIMATELY 37.5 PERSON DAYS), A SAVING OF 90% COMPARED TO THE 3500 HOURS (437.5 PERSON DAYS PREVIOUSLY).

2. Augmented empowerment of public sector staff: providing public staff with tools to help them work more effectively and take better decisions

The introduction of virtual assistants, including Microsoft Copilot, Google Gemini, Apple Intelligence, is transforming the day-to-day tasks and routines for office-based workers across all sectors. It enables them to spend less time on traditional administrative tasks. Tailored assistants within the public sector will amplify the potential benefits, as will applying Lean thinking to the processes and organizations.

International examples of virtual assistants
Many national, regional and local governments are working to develop virtual assistants to complete day-to-day tasks more effectively. Some experiment with platforms provided by large technology companies, others have developed sovereign capabilities:

- In **Germany**, the F13 solution, deployed initially within the regional Government of Baden-Württemberg, and being made available more widely across the public sector, includes key summarization tasks, streamlines internal processes by managing content and supporting research[7].

- In **France**, a solution called "Albert", has been developed for frontline civil servants, working in local "France services" offices supporting citizens complete key administrative processes locally. This proposes responses to users' questions or concerns and provides links to other documents. Piloted in almost 50 offices, there are some suggestions that additional refinements are needed[8] but this may be the basis for assistants in other parts of the administration (police, customs, education)[9]. Recently the French Government announced that all public servants would have access to a (to be determined) conversational tool soon[10].

- In **Sweden**, a collaborative initiative between authorities, local regions and the business community is developing a joint digital assistant, aimed at health and care staff providing homecare services. It provides rapid access to answers to key questions on their phone (rather than having to scroll through long documents) increasing efficiency and improving the patient experience[11].

International examples for advanced decision-making
The advanced analytical capabilities of AI offer new insights for managing risks and improving key policy outcomes. Increasingly these solutions are "multi-modal", bringing together unstructured text, images and structured data to make predictions.

- **Norway's Labour Inspection Authority** has developed a machine learning algorithm to categorize businesses based on risk profile bringing together internal data, notifications, external statistics; The algorithm is further refined every month based on the outcomes of all visits, to improve accuracy. It considers its predictions to be 80% accurate[12]. Similar risk-oriented employer audit technologies are under development in Germany.

- **The Region Skane in Sweden** is using AI to analyze invoice and invoice data to comb through huge volumes of welfare data and identify potential fraud[13].

- **The Mater hospital Ireland** has carried our more than 15,000 scans in the first years with 700 pathologies correctly flagged within 3 minutes of the scan being completed. An accuracy of more than 90% was achieved[14].

- **The UK** is investing in a national "Digital Twin" programme, including developing capabilities that would enable advanced simulations to optimize public service systems (e.g. healthcare)[15].

BearingPoint case studies:
Contract analysis (Sweden)
A large hospital in Sweden needed to find efficiencies and the costs associated with supplier contracts was identified as an area for potential savings, for example through contract renegotiation or termination. A full analysis of more than 1000 contracts would have been very time-consuming, particularly given the lack of structured contract data, a unified financial systems or data across the supplier ledger. BearingPoint developed an AI solution that extracted the relevant information from the contract signing platform and scanned the information to identify those with renegotiation potential. The following year's annual report will be generated in the same way and the same approach will be used to help fields offices which are reported.

7 OECD (2024) ARTIFICIAL INTELLIGENCE REVIEW OF GERMANY. LINK
8 LA CROIX (2025), PAS À PAS, L'IA GÉNÉRATIVE "SOUVERAINE" ALBERT INFUSE DANS LA FONCTION PUBLIQUE FRANÇAISE. LINK
9 LA VIE PUBLIQUE(2025) DISCOURS ELISABETH BORNE SUR L'IA DANS LE SYSTÈME ÉDUCATIF. LINK
10 01NET (2025) UN « CHATGPT SOUVERAIN » POUR SIMPLIFIER LA VIE DES FONCTIONNAIRES : LE GOUVERNEMENT A UNE STRATÉGIE D'IA POUR LE SECTEUR PUBLIC. LINK
11 AN AI ASSISTANT IS NOW BEING TRAINED FOR THE SWEDISH PUBLIC SECTOR I AI SWEDEN
12 EUROPEAN AGENCY FOR SAFETY AND HEALTH AT WORK (2024), POLICY BRIEF. LINK
13 DAGENS SAMHÄLLE (2024), REGION SKÅNE TAR HJÄLP AV AI FÖR ATT SPÅRA UPP OSERIÖSA AKTÖRER OCH FÖRHINDRA VÄLFÄRDSBROTT. LINK
14 IRISH PRACTICE NURSES (2025), USE OF AI IN 15,000 PATIENT SCANS SPEEDS UP EMERGENCY CARE. LINK
15 UK PARLIAMENT (2025), DIGITAL TWINS – DYNAMIC MODELS THAT RESPOND TO REAL-TIME DATA. LINK

3. Augmented experiences for citizens / businesses: transforming the interactions with citizens/ businesses, notably through personalization and virtual delivery

The rapid improvement in voice and text capabilities creates opportunities to step up from chatbots to advanced interactions between administrations and citizens, businesses and stakeholders. Brought together with decision-making tools and automation they have the potential to transform frontline services. This could lead to fully virtual delivery of new service areas or a rethink of the delivery model (e.g. moving to real-time decision-making on citizens' requests rather than ex-post or ex-ante). Deploying solutions of this type successfully will depend on leadership courage and careful management of ethical risks and challenges.

International examples of augmented efficiency

- **A pilot project in France** deployed robots into a French hospital to perform routine tasks and interact with elderly patients at the AP-HP, offering conversation and helping to collect initial screening information, reducing the risk of infection transmission to physicians, productivity gains as well as improved patient experience[16].
- **The UK government** is deploying a Gen.AI chatbot (Gov.uk chat) with 15,000 business users to help them access the information and guidance they need, for example on how to set up a business. After an initial trial, close to 70% of users agreed that the responses provided by the chatbot were useful with less than 15% disagreeing. More testing and development are underway[17].
- **The German customs administration** has a virtual assistant TinA used to provide general information on the cross-border movement of goods[18] .

BearingPoint case studies

There are many examples of AI interacting directly with citizens, or patients in the healthcare sector, to transform the delivery of public services. BearingPoint is partnering with an AI tool for clinical psychology, which helps healthcare professionals with assessment and treatment. Patients can complete an AI-guided interview from home with professionals reviewing the assessment before meeting the patient. This approach enables faster, more accurate diagnoses in the context of a large increase in demand for mental health support since the Covid-19 pandemic. It also accelerates empathetic, multilingual care that prioritizes urgency and provides effective patient support.

16 FUTURESCOT (2024), ROBOTS DEPLOYED IN PARIS HOSPITAL THANKS TO SCOTTISH ADVANCED ARTIFICIAL INTELLIGENCE EXPERTISE. LINK
17 UK GOVERNMENT (2024), GOVERNMENT'S EXPERIMENTAL AI CHATBOT TO HELP PEOPLE SET UP SMALL BUSINESSES AND FIND SUPPORT. LINK
18 ZOLL (2025), LINK

Four key components to make a reality of augmented public services

With considerable potential for the use of AI there is a need now to move beyond pilots and realize benefits at scale. A recent study of senior AI leaders found that more than 63% of Government and Public sector organizations were still only exploring AI adoption or working on projects.

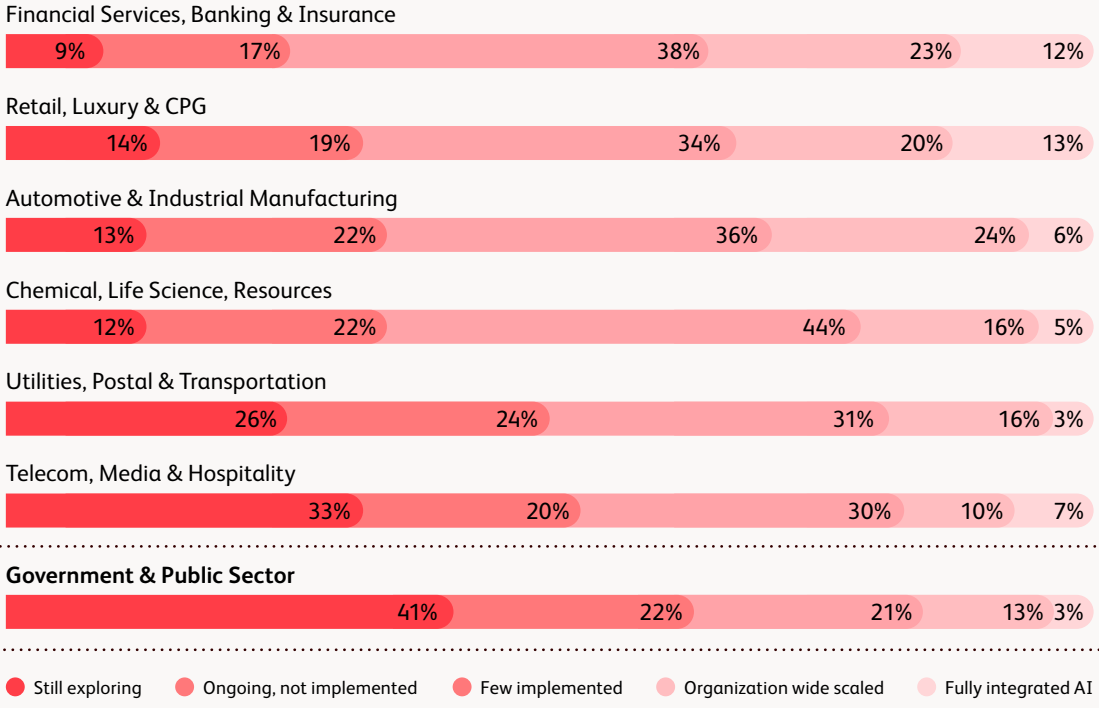
This compares to only 26% in Financial services at such low levels of maturity. More than a third of Financial services firms considered they had scaled AI organization-wide or had fully integrated AI, double the proportion (16%) in the public sector[19].

If the public sector is lagging behind the private sector, successful and accelerated delivery of augmented public services at scale requires four key foundations:

- **Engage across the organization and build dedicated expertise.**
- **Apply an ethical mindset and embed security.**
- **Enhance data and establish technology foundations.**
- **Scale up innovation.**

BEARINGPOINT (2025), RESILIENT BY DESIGN: HOW AGENTIC AI IS REINVENTING ORGANIZATIONS

Maturity level of AI adoption by industry



19 BEARINGPOINT (2005), RESILIENT BY DESIGN: HOW AGENTIC AI IS REINVENTING ORGANIZATIONS, LINK

A. Engage and build AI adoption and capability across the organization

Thriving augmented organizations will build their internal skills, empowering staff in all roles to benefit fully from "off the shelf" tools. Given lower enthusiasm amongst some public sector employees, and generational divides in attitudes to AI, middle managers have a critical role to coach teams and staff in the use of AI.

Using our GenXplore tool, BearingPoint found that almost a quarter of middle managers' activities could be automated through Gen.AI, with another 20% augmented (e.g. performance monitoring, compliance checking, approvals). This creates opportunities for greater focus on proactive management, workforce planning and supporting employees to use AI more[20].

As with any major change, implementation of AI at scale requires a concerted organization-wide push. And yet a recent BearingPoint study of customer-facing employees in the public sector found that approximately one organization in 2 were not offering regular training sessions and two-thirds had not introduced any incentives or recognition for AI initiatives[21].

Beyond the functionalities, training needs to cover the security rules and required changes in behaviors (interactive prompt design, critical analysis of outputs) to maximize value.

An experiment on the use of Microsoft Copilot with 20,000 civil servants in the UK found an average daily time saving of 26 minutes (approximately 5% of an average day)[22]. Effective adoption support, training and process improvement are essential to scaling up these benefits.

In some cases, using AI requires a review of the operating model, processes and responsibilities. Achieving benefits requires intentional adjustments to ways of working. Across public and private sectors, workforce management is no longer about size — it's about AI-ready structures[23].

Successful Augmented organizations will also want to build their own tools and solutions, with some particularly keen to develop sovereign capabilities.

This requires access to a dedicated capability (internal or external) that can connect the business needs, the data infrastructure and architecture. Given competition for the best minds in AI, public sector organizations will need to develop the right approach to attract and retain the best.

International experience for learning
Many national, as well as regional, Governments have a mix of formal and informal learning for digital government and AI. Short, self-paced content suits the majority of civil servants as users of the tools, supported by incentives to encourage participation. **UNESCO** has created a competency framework for digital transformation and AI for civil servants[24]. Longer, more in-depth and generally formal training is used to build internal AI expertise, with the most impactful linking the training to a wider organizational strategy for digital transformation[25].

Ireland has certified training for public servants in AI since 2021[26] to obtain a qualification through a technical university, which required participants to submit and develop specific AI projects within the public sector. The Government recently published some new guidelines to actively empower public servants to use AI in the delivery of services, clarifying use cases and decision-making advice[27].

As part of its "One Big Thing - AI for All" initiative the **UK** government is asking all 160,000 civil servants to complete a 60-minute e-learning course on using AI. This learning is complemented with local activities within individual departments to optimize usage[28].

20 BEARINGPOINT (2025) FROM FEAR TO EMPOWERMENT: MIDDLE MANAGERS AS CATALYSTS IN AI-DRIVEN TRANSFORMATION. LINK
21 BEARINGPOINT SURVEY OF MANAGERS INVOLVED IN AI-DRIVEN PROJECTS, FOCUSSED ON CUSTOMER-FACING FUNCTIONS. LINK
22 GDS 9 2025), MICROSOFT 365 COPILOT EXPERIMENT: CROSS-GOVERNMENT FINDINGS REPORT (HTML). LINK
23 BEARINGPOINT (2025), RESILIENT BY DESIGN: HOW AGENTIC AI IS REINVENTING ORGANIZATIONS. LINK
24 UNESDOC (2022), ARTIFICIAL INTELLIGENCE AND DIGITAL TRANSFORMATION: COMPETENCIES FOR CIVIL SERVANTS. LINK
25 OECD (2024), DEVELOPING SKILLS FOR DIGITAL GOVERNMENT: A REVIEW OF GOOD PRACTICES ACROSS OECD GOVERNMENTS
26 DRIVING ARTIFICIAL INTELLIGENCE IN PUBLIC SERVICES THROUGH ACCREDITED UPSKILLING AND PROJECT IDENTIFICATION - OBSERVATORY OF PUBLIC SECTOR INNOVATION. LINK
27 DEPARTMENT OF PUBLIC EXPENDITURE, INFRASTRUCTURE, PUBLIC SERVICE REFORM AND DIGITALIZATION(22025), GUIDELINES FOR THE RESPONSIBLE USE OF AI IN THE PUBLIC SECTOR. LINK
28 UK GOVERNMENT (2025), THE THEME FOR ONE BIG THING 2025 IS AI FOR ALL. LINK

B. Apply governance to foster trust and embed security

Inappropriate, unethical or incorrect use of AI technologies, whether deliberate or accidental, remains the greatest risk for augmented organizations. Given the nature of many public services, for example in hospitals, schools and police forces, there is no margin for mistakes and public trust can be lost very quickly.

Developing public servant confidence and moving mindsets away from an initial fear of AI is required. A clear AI governance policy and framework, notably setting out the decision-making process to enable solutions to be piloted or implemented is a logical first step. Clear rules for staff on using virtual assistants in their day-to-day work are also essential.

Citizens, businesses, other service users and their representatives equally hold legitimate concerns about the use of their data and/or the potential outcomes. Setting up an effective, ongoing engagement channel, with service users is essential. This offers a space to review usage in line with expectations as well as advise on future use cases.

Beyond the development of trust amongst staff and service users, the design of the solutions within the augmented organization needs to embed safety mechanisms. Solutions must meet high standards for legal, ethical and regulatory requirements for data, technical and IT security.

Even more importantly, the successful augmented organization has the right foundational measures in place. This can include keeping a "human in the loop", for example expecting a medical professional to review advanced analyses of AI solutions rather than accepting or approving the outputs.

Similarly, organizations need to consider the need for separation between solutions or parts of the solution ("fire breaks") to reduce the risks of errors within AI. Also augmented public services that consider the "reversibility" of any decisions can create trust and confidence in solutions.

Norway's innovative regulatory sandbox
In 2020, Norway's data protection authority (NDPA) established a regulatory sandbox for AI and personal data protection, to promote the development of innovative AI solutions that are both ethical and responsible.

Over two years the project received approximately 60 applications for projects and carried out 13 projects with a particularly high number of applications from the healthcare sector (for example how to use AI to anonymize genetic data to inform research on age-related diseases).

This sandbox helps individual companies test out and comply with privacy rules. An evaluation of the initiative[29] concluded that the approach had created benefits for private organizations, the NDPA as well as individuals and society as a whole. In particular the framework has accelerated learning across the sector on how to use AI effectively around data privacy.

C. Enhance data and establish technology foundations

Within the public sector, the access to accurate, unique and comprehensive datasets may be the greatest barrier to augmented organizations truly thriving. Data security and privacy rules are often well developed in public services. It is therefore critical to navigate the rules to bring together datasets securely at scale and enable the training of algorithms, for example through national data libraries or open data sets. In some sectors new solutions may facilitate safe and regulatory compliant data access (e.g. secure data environments or virtual reading rooms within healthcare).

Data quality management practices are often underdeveloped in public sector organizations. Whilst advanced algorithms can deal with gaps in data effectively, the power of augmented services relies on the accuracy of data and how this translated into algorithms and solutions.

In this area, as well as skills and innovation, interdepartmental and inter-agency coordination is critical. A centrally coordinated approach to AI (e.g. through a lead department) is essential in Central Government to create momentum, align different agencies and enable sharing of data and resources.

Effective augmented organizations will establish technology and data infrastructure that facilitate the development of new solutions. This will require considerable investment and careful assessment of potential ("build or buy") decisions. The sensitivity of data being used and organization's sovereign AI capabilities will be important criteria. Placing data outside the organization will need careful management for security and privacy concerns but also from the perspective of value for money.

France's approach to building sovereign capabilities to protect data
France is not alone amongst European countries in seeing opportunities to mobilise local start-ups and technology champions alongside international technology leaders to support the development of tools and support the home-grown AI sector.

This approach focuses on accelerating the roll-out of AI by identifying and championing "off the shelf solutions"[30] and will be based on innovation in procurement and the use of common standards. Using technology infrastructure and protecting data access within France is one key component of maintaining confidence amongst public servants and citizens in the approach[31].

30 DINUM (2025), APPEL À MANIFESTATION D'INTÉRÊT « SOLUTIONS D'INTELLIGENCE ARTIFICIELLE POUR LE PUBLIC » : ANNONCE DES LAURÉATS ET PROCHAINES ÉTAPES. LINK
31 INFO.GOUV.FR(2025), IA: UNE NOUVELLE IMPULSION POUR LA STRATÉGIE NATIONALE. LINK

D. Scale up innovation

Given the speed of technology change and the breadth of AI technologies (process automation, text processing, video and image processing, robotics), there is a need to prioritize and focus efforts.

Off the shelf virtual assistants provide a platform to incorporate automation into everyday text processing tasks and to create simple virtual agents to carry out tasks. For many organizations, the return on investment from using these platforms will outweigh any in-house development of new solutions.

Successful public sector organizations will deploy an augmented innovation cycle, starting with human and AI-generated ideation, assessment of use cases with frontline staff and managers and bringing together mixed teams (AI experts, business users and decision-making tools from AI) to prioritize opportunities.

An in-house team or external support is needed to enable teams to prototype, develop and assess use cases. Opportunities to build partnerships across government departments, agencies or wider stakeholders to share data or AI opportunities are key. For many services focused on efficiency and enablement, agile cycles of innovation using trial and error (and A/B testing), within the AI policy framework, prove effective.

Measurement of user adoption and benefits (i.e. time saved and potential redeployment of this capacity, rather than technological accuracy of an LLM model is critical). Clear decision-making processes across a portfolio enable effective prioritization and scaling.

UK's approach to scan – pilot - scale
The UK Government recently adopted a "scan-pilot-scale" approach to the use of AI in government, responding to an externally produced AI opportunities action plan[32]. This includes:

- **Scan:** creation of leads and capabilities to identify AI opportunities and pilot with AI vendors and start-ups.
- **Pilot:** development of a rapid prototyping capability and framework for sourcing AI quickly, an experimentation environment building on the existing i.AI tools.
- **Scale:** central funding for scaling successful pilots, mandating code interoperability and development/ procurement of a tech stack suitable for specialist LLMs at large scale.

32 UK GOVERNMENT(2025), AI OPPORTUNITIES ACTION PLAN: GOVERNMENT RESPONSE. LINK

Conclusion

AI is happening. Expectations are rising amongst citizens, businesses and wider service users. Public servants expect virtual assistants and an augmented workplace environment.

The question is how to maximize the value that Augmented Public Services create for society. This requires public sector staff to adjust daily routines, spending less time on text editing and administration, pivoting to frontline interaction and services, with decision-making powered by advanced analytics and creative problem solving.

Middle managers will play a key role in building skills and guiding their teams through the change. Key governance frameworks and systems will act as essential guard rails to maintaining trust.

The imperative for public sector leaders is to accelerate the move from AI pilots to its use at scale.

This will require an organization-wide vision of augmented public services and an intentional switch from a pilot to a delivery mindset on the use of AI.

Successful leaders will look to redirect attention away from the latest technological advancements to embedding AI in everyday routines, redesigning organizational and service models and realizing benefits for citizens and businesses.

This article was written by:

Dan Roulstone
Director, Government Public Sector
BearingPoint UK
dan.roulstone@bearingpoint.com

BearingPoint Government and Public Sector Country Contacts

Andrew Montgomery
Partner and Global Leader Government and Public Sector
andrew.montgomery@bearingpoint.com

Jan Henderyckx
Partner, BearingPoint Belgium
jan.henderyckx@bearingpoint.com

Rami Kujanpää
Senior Business Advisor, BearingPoint Finland
Rami.kujanpaa@bearingpoint.com

Jerôme De Badereau
Partner, BearingPoint France
Jerome.debadereau@bearingpoint.com

Jon Abele
Partner, BearingPoint Germany
Jon.abele@bearingpoint.com

Reinhard Geigenfeind
Partner, BearingPoint Germany
Reinhard.geigenfeind@bearingpoint.com

Marc Bartels
Partner, BearingPoint Netherlands
Marc.bartels@bearingpoint.com

Edvard Naerum
Senior Manager, BearingPoint Norway
edvard.naerum@bearingpoint.com

Per Yhde
Partner, BearingPoint Sweden
Per.yhde@bearingpoint.com

Pompeo D'Ingiandi
Partner, BearingPoint Switzerland
pompeo.dingiandi@bearingpoint.com

About BearingPoint

BearingPoint is an independent management and technology consultancy with European roots and a global reach. The company operates in three business units: Consulting, Products, and Capital. Consulting covers the advisory business with a clear focus on selected business areas. Products provides IP-driven digital assets and managed services for business-critical processes. Capital delivers M&A and transaction services. In addition, BearingPoint runs the joint venture Arcwide, focused on business transformation and consulting excellence based on IFS.

BearingPoint's clients include many of the world's leading companies and organizations. The firm has a global consulting network with more than 10,000 people and supports clients in over 70 countries, engaging with them to achieve measurable and sustainable success.

BearingPoint is a certified B Corporation, meeting high standards of social and environmental impact.

For more information, visit our website www.bearingpoint.com

Certified

This company meets high standards of social and environmental impact.

Corporation

© BearingPoint, 2025. All rights reserved.