HM Government

Transformational Government

Enabled by Technology

Cabinet Office

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Presented to Parliament by the
Chancellor of the Duchy of Lancaster,
by Command of Her Majesty
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Foreword

The world is changing around us at an incredible pace due to remarkable technological change.

This process can either overwhelm us, or make our lives better and our country stronger. What we can't do is pretend it is not happening.

Government has to respond to keep up with the hopes and aspirations of citizens and business, to remain efficient and trustworthy.

That is why I asked for a strategy on how we can use technology to transform government services.

I am delighted that the Chief Information Officers' Council and the Service Transformation Board have produced such a bold strategy.

The future of public services has to use technology to give citizens choice, with personalised services designed around *their* needs not the needs of the provider.

Within the public services we have to use technology to join up and share services rather than duplicate them. It is a simple fact that we are stronger and more effective when we work together than apart. It is also self evident that we will only be able to deliver the full benefits to customers that these new systems offer through using technology to integrate the process of government at the centre.

But most of all we have to have the right people with the right professional skills to plan, deliver and manage technology based change.

This strategy has the potential for real transformation of public services.

What delights me most though is that this strategy has come from the ground up. It shows that there is a real appetite for change and modernisation *within* the public services themselves.

This strategy has my full support and I am going to do all I can to help make it happen.

Rt Hon Tony Blair MP

Transformational Government
Enabled by Technology

CITIZEN and BUSINESS CENTRED
SHARED SERVICES
PROFESSIONALLY DELIVERED

"...This is a time to push forward, faster and on all fronts: open up the system, break down its monoliths, put the parent and pupil and patient and law-abiding citizen at the centre of it. We have made great progress. Let us learn the lessons of it not so as to rest on present achievements but to take them to a new and higher level in the future..."

The Prime Minister's speech to National Policy Forum 9 July 2005

Introduction

1. The Prime Minister commissioned this strategy to seize the opportunity provided by technology to transform the business of government. Technology has a major part to play in the solutions to each of three major challenges which globalisation is setting modern governments – economic productivity, social justice and public service reform. Only a strategic view will enable the United Kingdom to use technology decisively and effectively across government to meet its national objectives.

2. In particular, the strategy was directed to provide overall technology leadership in three key areas:

(1) The transformation of public services for the benefit of citizens, businesses, taxpayers and front-line staff.

(2) The efficiency of the corporate services and infrastructure of government organisations, thus freeing resources for the front-line.

(3) The steps necessary to achieve the effective delivery of technology for government.

3. This document focuses upon the core themes which each public sector organisation needs to develop into actions for its area of responsibility, and on the supporting actions to be taken across government as a whole. Alongside this document will be a series of short descriptions of how these principles will change public services in key delivery areas. It is also supported by more detailed working papers and recommendations.

Vision

4. Twenty First Century Government is enabled by technology – policy is inspired by it, business change is delivered by it, customer and corporate services are dependent on it, and democratic engagement is exploring it. Moreover modern governments with serious transformational intent see technology as a strategic asset and not just a tactical tool. Technology alone does not transform government, but government cannot transform to meet modern citizens' expectations without it.

5. So this strategy's vision is about better using technology to deliver public services and policy outcomes that have an impact on citizens' daily lives: through greater choice and personalisation, delivering better public services, such as health, education and pensions; benefiting communities by reducing burdens on front line staff and giving them the tools to help break cycles of crime and deprivation; and improving the economy through better regulation and leaner government.

6. In addition, in announcing the Comprehensive Spending Review, HM Treasury set out a range of challenges to Britain that will require innovative policy responses and co-ordination of activity across departmental boundaries. Technology will be at the heart of meeting this agenda. Indeed, this strategy envisages:

- Unlocking around £1.4 billion (10% of the current spend on technology) from the current annual spend on legacy systems which can be released to new technology enabled reforms in public services.
- Providing practical steps to help secure the delivery of the substantial savings at the heart of the 2004 Efficiency Programme which were to be enabled by technology.
- Creating a basis for the next round of efficiencies across the wider public sector which could result from fundamentally different ways of delivering public services.

7. The specific opportunities lie in improving *transactional* services (eg. tax and benefits), in helping front line *public servants* to be more effective (eg. doctors, nurses, police and teachers), in supporting effective *policy outcomes* (eg. in joined-up, multi-agency approaches to offender management and domestic violence), in reforming the *corporate services* and *infrastructure* which government uses behind the scenes, and in taking swifter advantage of the *latest technologies* developed for the wider market.

8. Overall this technology-enabled transformation will help ensure that:

- Citizens and businesses have choice and personalisation in their interactions with government. Choice will come through new channels and more fundamentally through new opportunities for service competition.

- Taxpayers benefit from efficiency gains.
- Citizens, businesses and the voluntary and community sector benefit from the better regulation, reduced paperwork and lower costs from a leaner, modern, more effective public sector.
- Public servants have better tools to undertake their jobs, and the opportunity to provide better service as a result.
- Policy makers will be better able to achieve intended outcomes in practice.
- Managers are able to free resources from back office to the front-line.
- Citizens feel more engaged with the processes of democratic government.

9. However the vision is not just about transforming government through technology. It is also about making government *transformational* through the use of technology – creating and retaining the capacity and capability to innovate and use technology effectively as technology itself develops. This is the only way in which public services can keep up with a continually changing, globalised society.

Current Position

10. Modern government – both in policy making and in service delivery – relies on accurate and timely information about citizens, businesses, animals and assets. Information sharing, management of identity and of geographical information, and information assurance are therefore crucial.

11. Across the whole public sector, government spends about £14 billion a year on new and existing information technology and related services, directly employs about 50,000 professionals in this field, and is one of the largest customers of the technology industry. The scale and complexity of government business means its deployment of technology is often pushing the boundaries of what has been achieved in public or private sectors globally.

12. Behind the scenes virtually every public service depends upon large scale processes and technology, particularly the large and complex transactional systems that support individual front-line public services. Most public services would simply not function at all without their reliable operation.

13. Yet many of these systems are also old and custom-built, use obsolete technologies, are relatively costly to maintain by modern standards, and hence stretch the capability of the whole technology industry when it comes to amending or replacing them.

14. Moreover they increasingly fail to meet the needs of modern government and the rising expectations of customers:

- Many systems and processes are still paper-based and staff-intensive. The underlying assumption is that customers will fill in forms and that staff will process them by routine rather than by risk-managed exception. Telephone access, customer access over the web and other improvements have sometimes been grafted onto this base. This locks in high

costs and difficulty in meeting changing customer or policy requirements. Choice is costly and slow to implement.

- Many systems are structured around the "product" or the underlying legislation rather than the customer (sometimes because, at the time, each system was big or difficult enough to do by itself). Often the customer experience is not joined up, especially when it crosses organisational boundaries.
- Many systems were designed as islands, with their own data, infrastructure and security and identity procedures. This means that it is difficult to work with other parts of government or the voluntary and community sector to leverage each other's capabilities and delivery channels. It also leads to customer frustration, duplication of effort (for instance on customer change of address) and failure to make timely interventions, as the Bichard Inquiry showed. Choice requires services to be able to talk to each other.

15. In addition, until recently, most technology investment has been on transactional or back office functions and not on systems to support front line staff – doctors and nurses, teachers, police, social workers and many others. The availability of effective information technology to support those at the front line has been poor, as the Wanless and Woolf reports observed, where too often the systems have failed to provide the right information at the right time to the right person.

16. The corporate services and infrastructure which government uses behind the scenes have been very much Cinderella areas – despite costing around £7 billion a year. The result is that the corporate services such as Human Resources and Finance are significantly behind the private sector in both effectiveness and efficiency. Moreover the Heads of Profession are demanding transformed corporate services to help them improve financial management, personnel management, policy making and operational delivery in core businesses.

17. The number, scale and sheer difficulty of public sector projects means that public and private sector capacity to deliver this portfolio is constantly stretched. The capacity and capability of (particularly central) government organisations and their suppliers to deliver technology-enabled business change has been subject to severe criticism by Parliament and the press over the last decade. Public confidence in government's ability to deliver technology projects reached a low point by the late 1990s.

18. Since then the Government has taken a consistent approach to improving performance in such projects. In the last five years progress has been made towards addressing some of these issues:

- *Funding:* In the last two spending reviews, substantial investment in technology has been made. Those programmes are starting to deliver real change.
- *Customer centred delivery:* Directgov and Business Link have started to introduce a different way of looking at online services, with the focus on customers rather than the service provider. Innovative local authorities have implemented customer relationship management systems, integrated contact centres and one stop shops to provide a similar focus on customers.

- *Use of the internet:* Responding to the Prime Minister's challenge, over 96% of government services will be "e-enabled" by the end of 2005. Over half of households have the internet at home, and broadband is available to almost all homes and businesses. There are also 6000 UK Online centres in place, providing internet access and free assistance to those who do not wish to go online at home.
- *Leadership:* Most major government departments have created Chief Information Officer (CIO) posts at or near their board level, and have recruited experienced IT professionals through open competition to fill them.
- *Reliable project delivery:* After the McCartney and Gershon reviews into procurement and project delivery in 2000, the Office of Government Commerce has led programmes to improve project delivery and supplier performance. These have included the Gateway Review process and the enhancement of professionalism in Procurement, and Programme & Project Management. The Office of Government Commerce and Intellect, the IT trade association, have introduced an IT Supplier Code of Best Practice, a Concept Viability process that allows industry to input to nascent projects, and clearer leadership of supplier teams on government projects.

19. Nevertheless existing challenges remain. The UK is not yet seen in the global vanguard of those governments who achieve excellence through electronic service delivery. In addition, these challenges are joined by new ones:

- There are new information assurance risks: terrorists, organised criminals and hackers threaten information and services, and theft of identity and of personal data is of increasing concern to individuals and businesses.
- Technologies have emerged into widespread use – for instance the mobile phone and other mobile technologies – which government services have yet properly to exploit.
- Sophisticated, holistic policy solutions, such as those set out in the government's election manifesto, rely upon effective and pervasive technology systems across government and beyond – for instance to support offender management through offender profiling and managed rehabilitation plans and to deliver patient choice in the health service.
- Public use of the internet and telephone continues to rise. As people experience excellent services in parts of the private and public sector, so their expectations of public services rise across the board.

20. So the challenge ahead is not just to "do IT better" in the context of the past models for delivery of public services. It is also about "doing IT differently" to support the next phase of public service reform – building services which are more joined-up, more personalised, more efficient and more effective in terms of policy outcome. This requires difficult, long-term, strategic change in the services of government, how they use technology, and how technology and skills are provided to support them.

Strategy

21. Achieving the vision will require three key transformations:

(1) Services enabled by IT must be ***designed around the citizen or business***, not the provider, and provided through modern, co-ordinated delivery channels. This will improve the customer experience, achieve better policy outcomes, reduce paperwork burdens and improve efficiency by reducing duplication and routine processing, leveraging delivery capacity and streamlining processes.

(2) Government must ***move to a shared services culture*** – in the front-office, in the back-office, in information and in infrastructure – and release efficiencies by standardisation, simplification and sharing.

(3) There must be broadening and deepening of government's ***professionalism in terms of the planning, delivery, management, skills and governance*** of IT enabled change. This will result in more successful outcomes; fewer costly delivery failures; and increased confidence by citizens and politicians in the delivery of change by the public services.

Citizen and Business Centred Services

22. Services need to be designed around citizens and businesses to ensure effectiveness of delivery to the customer, to achieve policy goals, and to release savings by reducing duplication and streamlining processes (customer satisfaction, though important, is not the only goal). The key actions required are (a) to increase understanding of customer needs and behaviours; (b) to define customer groups and appoint directors to lead the overall development of services to those groups; (c) to create a Service Transformation Board to define and enforce common service design principles; and (d) to develop modern channels and manage the migration to them. The following paragraphs expand on these.

(a) Systematically engage with citizens, business and front-line public servants to understand and then specify the transformational changes which service providers need to meet – learning from the best practice already within the public sector, from other governments and from the private sector.

23. For public services the Prime Minister has set out clear principles of reform – national standards, devolution of delivery, flexibility in service provision and greater customer choice. Basing services on what the customer wants and needs is crucial to technology-enabled public service transformation. Some parts of the public sector have developed mechanisms for measuring customer response to particular services. However customer insight and market intelligence is not shared systematically across government. Unlike some other national governments, the UK has no regular, holistic and publicised assessment of customers and their experience of public services. To modernise services government needs a systematic view of what citizens, businesses and front line staff want and need.

24. Government will therefore implement new processes to engage with citizens, businesses and public servants to research technology enabled services, as well as co-ordinating and sharing existing customer and front line research. The aim is to bring a strong and reliable customer voice into the design of individual services; and (at a more general level) to get a better understanding of the service expectations of citizens, businesses and public servants. The recent announcement by the Chancellor of the Duchy of Lancaster of ways to measure customer satisfaction is part of this.

25. The needs of key groups – such as older people – are best viewed in the round rather than service by service. So part of this work will be to help define the customer groups. These are where citizens or businesses expect, or where social and policy outcomes require, joined-up and consistent presentation, access to and delivery of all relevant government services. This will be a complex picture: people rarely fall neatly into categories, so services needs to be responsive enough to deal with the fact that individuals often associate themselves with different groups at different times depending on their particular need.

(b) Appoint "Customer Group Directors" for particular groups of the citizen/business population to lead the design of services, working to Ministerial leadership.

26. To lead the transformation of groups of services to customers, especially for those which cut across organisational boundaries, the Government will appoint Customer Group Directors, each reporting to one Minister responsible for that customer group. Key responsibilities of a Customer Group Director will be to sponsor customer insight and research into the needs of that customer group; to lead the design of services including overall channel planning, joining-up of presentation and delivery, branding and communication, and service improvements; to track and communicate performance against customer related targets; and to represent the interests of their customers as necessary in existing inter-departmental governance and in the governance of this strategy.

27. To start the process off, and in parallel with the further research, the Government will initially appoint Directors for one citizen group (e.g. older people), one policy group (e.g offender management), and one business group (e.g farmers). These initial appointees will help develop the role, including its own accountability and any necessary adjustments to the accountabilities of others, its relationship with local government, and the resources and governance necessary. Other appointments will follow in due course once these new roles have been thus defined in more detail and the first phase of the research work is complete. Early candidates will include Directors for parents and for small businesses.

28. These appointments should normally be people already leading a major service line, and each Customer Group Director would create a "Customer Group Team" from the key public and voluntary sector bodies which serve the customer group and from the relevant marketing, research and communication groups.

(c) Create a Service Transformation Board whose role is to set overarching service design principles, promote best practice, signpost the potential from technology futures and challenge inconsistency with agreed standards.

29. In order to steer and co-ordinate the work of Customer Group Directors and others, the Government will set up a Service Transformation Board of officials from the wider public sector who run major services and have operational delivery responsibility. The Cabinet Office will provide the secretariat and design authority for the Board under a Service Transformation Director.

30. The role of this board is to set overall operational strategy and its policy framework and focus on the practical mechanisms to deliver service transformation. In particular, it will set overarching service design principles; promote best practice; signpost the potential of technology; identify common design and development needs; and challenge inconsistency or deviation from agreed standards or best practice.

(d) Develop modern channels for citizen and business access to services, and actively manage the shift in channels towards the most efficient and effective.

31. Customers expect simple access to services, with an appropriate, efficient choice of consistent entry points and with seamless handovers across the channels – for instance between telephone and internet.

32. Historically government services depended almost entirely on form-filling and face to face meetings. Over the next decade, the principal preferred channels for the delivery of information and transactional services will be the telephone, internet and mobile channels – as well as the increasingly important channels within the digital home. Using customer insight, government will drive take-up of the best new digital channels and exploit mobile technologies; and it will innovate its services to take swift advantage of new technologies as they emerge.

33. To improve efficiency, effectiveness and customer value, action is required to improve government's use of these channels, including:

(1) There are at least 130 major call centres in central government alone. Government's call centres will be rationalised, building on the work already done by the National Audit Office and many local authorities.

(2) Consideration of a single national public service number for non-emergency services as has been successful in New York (311) and is being introduced in France and the Netherlands. The development of a Single Non Emergency Number service between the Home Office and the Office of the Deputy Prime Minister, involving local authorities and police force partnerships and currently focusing on non-emergency policing, crime and anti-social behaviour, could be the foundation for this service.

(3) There are currently over 2500 government websites. To ensure that overall the government uses the web most effectively to support its service delivery and communications strategies, the web presence of government will be rationalised. For each government organisation the number of different web sites it uses will be reduced and consistency introduced in line with its overall communications strategy. For customer information, self-service transactions and campaign support, services will converge on Directgov and Business Link as the primary on-line entry points; service-specific or stand-alone solutions will be phased out.

(4) To improve access for people on the move or without fixed phone lines a step-change will be made in the use of mobile phones and other mobile devices to exchange information and transact directly with citizens and front line staff.

(5) Improvement in the use of search to access the government's web information, including exploring the potential for co-branded solutions with major search providers. This will learn from the way people now use the wider internet.

(6) Innovation with broadcasters and other content and infrastructure providers on the potential opportunity for delivering service directly to people's homes, further fuelled by the digital switchover in broadcasting.

(7) Giving citizens online access to their records and data held by government, mirroring existing rights and reducing the cost of handling simple enquiries.

34. Overall government should steer citizens and businesses to the lowest cost channels consistent with meeting policy objectives and customer acceptability. At an appropriate time, legacy channels should be closed (as the Department for Work and Pensions has recently achieved through its benefit payment modernisation programme) unless there are compelling policy reasons that *cannot* be achieved by other means.

35. During the migration period services should increasingly be designed on business models based round electronic service delivery. Substantial efficiency savings cannot be released while services essentially convert electronic transactions into paper ones for internal processing. So the reverse should apply: electronic transactions should be the norm, and paper transactions processed by front-line staff or intermediaries electronically.

36. Customer Group Directors should take the lead in determining the overall channel strategy for their customer group, including use of intermediaries, other parts of government, local providers and the voluntary and community sector, and agree implementation of that strategy with relevant service providers.

37. Sometimes the benefit to society of dealing with government online is not clear. Customer Group Directors and public service providers should also promote responsible channel choice by telling people how much use of more efficient channels saves and what that saving could achieve in terms of reinvestment elsewhere in the public services.

38. The experience which has already been gained by innovative government services in incentivising and managing channel shift is sometimes overlooked. The Service Transformation Board should collate experience and research within and outside government, and produce guidance for Customer Group Directors and public service providers.

Shared Services

39. A new Shared Services approach is needed to release efficiencies across the system and support delivery more focussed on customer needs. Technology now makes this far easier than ever before. Shared services provide public service organisations with the opportunity to reduce waste and inefficiency by re-using assets and sharing investments with others. Tackling this will be a major challenge as government prepares for the 2007 Comprehensive Spending Review. Particular attention should be paid to the following areas:

(1) **Customer Service Centres,** such as those for customer contact or payment processes, where there is significant scope for rationalisation through sharing, particularly if central, local and other public sector bodies can team up.

(2) **Human Resources, Finance and other corporate services,** where improved professionalism, standard systems and processes and effectiveness of these corporate functions should achieve efficiency gains across the whole public sector and in the functions themselves, as well as enhancing the employee experience and realising indirect efficiencies from better financial, personnel, knowledge and asset management.

(3) **Common Infrastructure,** where as government services converge around the citizen and organisations adopt commercial off-the-shelf technology solutions, the ability to share items of common infrastructure increases. Common technology will enable joined-up solutions, leverage investments and shorten the implementation timeframe of new reforms. To facilitate this a user-led Common Infrastructure Board will be established; it will be supported from the Cabinet Office and financed through user investment; and it will set out a roadmap and timetable for the delivery of common infrastructure.

(4) **Data Sharing:** data sharing is integral to transforming services and reducing administrative burdens on citizens and businesses. But privacy rights and public trust must be retained. There will be a new Ministerial focus on finding and communicating a balance between maintaining the privacy of the individual and delivering more efficient, higher quality services with minimal bureaucracy.

(5) **Information Management:** to facilitate the move towards more collaborative working on issues that involve a range of government organisations, common standards and practices for information management will be developed, with an effective range of tools to allow the most efficient use and sharing of information to all those across government that have a legitimate need to see and use it.

(6) **Information Assurance:** despite the difficulties of a fast moving and hostile world, underpinning IT systems must be secure *and* convenient for those intended to use them. The Government will further develop its risk management model to provide guidance on this, approved by the Central Sponsor for Information Assurance. And it will develop a simple, tiered architecture for its own networks to support this model in practice, with an updated application of the protective marking scheme for electronically held information. Government will also play its part to promote public confidence by leading a public/private campaign on internet safety and by a new scheme to deliver a wider availability of assured products and services.

(7) **Identity Management:** government will create an holistic approach to identity management, based on a suite of identity management solutions that enable the public and private sectors to manage risk and provide cost-effective services trusted by customers and stakeholders. These will rationalise electronic gateways and citizen and business record numbers. They will converge towards biometric identity cards and the National Identity Register. This approach will also consider the practical and legal issues of making wider use of the national insurance number to index citizen records as a transition path towards an identity card.

(8) **Technology standards and architecture:** to ensure that government's technology is cost effective in terms of public and private sector best practice, the CIO Council will determine a consistent approach to standards and architecture to be taken across government. Legacy systems will be progressively refreshed: by taking advantage of open standards, commercial off-the-shelf products and asset re-use, expenditure will be reduced and capacity freed for the transformational agenda. An overall strategy for geographical information will be developed under the leadership of the Geographical Information Panel recently created by Ministers.

40. The Shared Services agenda is a major cultural shift for the wider public sector. To implement it:

(1) Ministers, Permanent Secretaries, Councillors and Chief Executives must give strong leadership.

(2) Bodies awarding funding should presume that public service organisations only deliver good value for money when they standardise and share services with others.

(3) A Shared Service Director has been appointed in the Cabinet Office to promote and drive sharing across the public sector and to establish overarching standard frameworks for shared services with a joint HM Treasury and Cabinet Office team and governance; and Regional Centres of Excellence have been established for local government.

(4) HM Treasury will work with the National Audit Office, the Audit Commission, the Cabinet Office and public service delivery organisations on guidelines for the governance and funding for service sharing. They will ensure that relevant accountability frameworks expect and encourage full use of shared service provision where applicable, including measuring performance against published benchmarks.

(5) Each government organisation should set out clear policies for sharing for services and assets that it needs or can provide to others.

Professionalism

41. Government's ambition for technology enabled change is challenging but achievable provided it is accompanied by a step-change in the professionalism with which it is delivered. This requires: coherent, joined up *leadership and governance; portfolio management* of the technology programmes; development of *IT professionalism and skills;* strengthening of the controls and support to ensure *reliable project delivery;* improvements in *supplier management;* and a systematic focus on *innovation*.

Leadership and Governance

42. Coherent, joined-up leadership and governance across government are essential to ensure the vision and programmes set out in this strategy are achieved and that the opportunities for technology to enable change continue to be identified, communicated, managed and delivered effectively. Complex reform requires consistent pressure to be applied across the whole system for a number of years. Leadership needs to be provided at several levels – by Ministers and Councillors; by Heads of Department and equivalents; by business leaders across the public sector; by CIOs; and by industry leaders – and aligned with the wider governance of the public services. An open and transparent approach to plans and performance is essential.

43. A full governance model will be established in due course, in line with wider reform and efficiency governance arrangements. However, as an early priority, the role of the CIO Council and Service Transformation Board will be formalised to ensure their authority is recognised.

Portfolio Management

44. The UK public sector spends around £14 billion a year on IT enabled projects and operations, yet there is no comprehensive overview of it. The technology agenda requires management of the totality of its technology enabled programmes at portfolio – as well as programme – level to deliver results with more predictability. Portfolio management will allow government: to match supply with demand; to anticipate generic challenges; to identify duplication and other opportunities for standardisation and sharing; to challenge relative low value projects; and to set priorities when competing for scarce capacity. A similar focus should be used at departmental or equivalent level, using a common methodology based on work already being introduced in the Department for Work and Pensions and Her Majesty's Revenue and Customs.

45. The cost of IT projects and operations will in future be measured and monitored at the aggregate level. Annual expenditure and achievement against plans should be reviewed by the Cabinet Office and HM Treasury. An annual report should be published to Parliament and audited by the National Audit Office and the Audit Commission.

IT Profession in Government

46. The IT Profession in government needs to build capacity, culture, skills and identity. A new approach to the Government IT Profession within Central Government and the wider public sector is to be launched by the recently appointed Director for IT Professionalism. This approach is part of the Professional Skills for Government programme, meets the business needs of the CIO community, and responds directly to feedback from IT professionals. In summary it aims to:

(1) Develop a competency framework to support the career development of IT Professionals across government.

(2) Support the initial launch and development of the Government IT Profession with an on-going communications programme.

(3) Actively engage individuals in networking and mentoring activities.

(4) Establish the Government IT Academy to support both the professional development of IT Professionals in government and the building of a culture and identity for the Profession.

(5) Identify required "capability building" programmes to provide training and leadership development support for government IT Professionals.

(6) Engage with the Human Resources community to involve them in the establishment of the IT Profession as well as to begin to address perceived "pay and rations" issues.

(7) Work in partnership with the Programme & Project Management and Procurement professions towards their shared agendas, and to foster excellent working relationships and exchange of knowledge and skills between disciplines.

47. In addition the IT Profession work will support the development of IT awareness and IT-enabled business change management skills across the wider Professional Skills in Government agenda. Similarly the Central Sponsor for Information Assurance will improve information risk management through sponsorship of better governance and training of information and security staff.

Reliable Project Delivery

48. A further programme of work on the management and control of technology enabled business change will be put in place to build upon the foundations established by the Office of Government Commerce. This will ensure that not only the *successful delivery* of major projects but also confidence and controls to ensure the *reliability* of successful delivery. In particular:

(1) The development of strengthened scrutiny and intervention in government's most important programmes, especially at their earliest stages.

(2) Renewed support for Ministers and senior officials responsible for Mission Critical projects.

(3) The implementation of a new process to manage better the transition from policy to practical implementation.

(4) The development of a new technology enabled project methodology and control tools drawing from best practice in the private sector.

(5) Closer Office of Government Commerce and Cabinet Office support for key programmes.

(6) A "continuous improvement" approach to learn and disseminate emerging best practice.

49. The Office of Government Commerce will also consider how better to support programmes in the wider public sector, drawing upon the experience of local government representatives on the CIO Council and organisations such as the Improvement and Development Agency and the Society of Information Technology Management.

Supplier Management

50. The public perception remains that many of government's suppliers have a "patchy" track record on delivery, whilst suppliers continue to find government a relatively "difficult" customer with which to engage. So a further shift in supplier management is required, including:

(1) A regular forward look at demand and supply of IT services and an agreed forward sourcing strategy, including action to ensure capacity and competition in the market.

(2) Active management of strategic IT supplier intelligence, relationships and performance across government, using a standard assessment framework.

(3) An agreed performance plan for each major supplier to improve that supplier's delivery, capability and partnering with current and future public sector customers.

(4) Encouragement of the use of standardised contracts, services and service boundaries, and contracts and service management models. This should allow departments to incorporate additional products and services from other suppliers including SMEs.

(5) Use of Gateway 5 Reviews as a trigger for project contract review at end of implementation and periodically thereafter.

Innovation

51. There must be effective processes to ensure *continuing* innovation. To encourage the development and design of better, more joined-up services as technology itself develops, the CIO Council should sponsor the accumulation and sharing of research, knowledge and innovation. It should also work strategically with the Department of Trade and Industry in their support of research, knowledge transfer and international partnering in relevant business and technology areas.

Timetable for Change

52. A detailed action plan to implement the strategy will be approved by the CIO Council and the Service Transformation Board, and then published before the end of the current financial year. However the broad timing will be as follows.

53. *2005 & 2006* The current volume of change is stretching the capacity and capability of the government teams and their suppliers to deliver. Major new programmes are already in the pipeline, such as the Olympics, the Census and identity cards. So the *next eighteen months* must focus on:

(1) Delivering the massive programmes of change commissioned under the last spending review and already underway, including Connecting for Health, reform of the Criminal Justice System, the Harnessing Technology strategy in education and modernisation of the Defence Information Infrastructure.

(2) Driving the Connecting Britain – the Digital Strategy programme (of which this strategy is a part) to tackle overall issues of digital inclusion and service provision.

(3) Mobilising the professionalism agenda – not least so that early action can help assure delivery of the current programme.

(4) Putting in place the key roles and structures to lead the transformations needed beyond 2006.

(5) Using the Comprehensive Spending Review to challenge existing delivery models and set clear plans and targets for improving services and realising efficiency benefits through a citizen-centric, shared services approach.

(6) Working with government and public services at all levels – central government, devolved administrations, local government and other public services – to identify areas of common purpose and opportunities for specific shared actions.

54. Between *2007 and 2011* the priority for technology investment and business change must be transforming delivery into public services centred round citizens and businesses, and transforming support into a shared services framework. During this period it will also be important to realise the financial and service benefits of current and planned investments. The goal should be to have made the key changes, to have embedded the new cultures, and to have made the process irreversible, by 2011.

55. *Beyond 2011* should be a period of further radical change in the delivery of public services, enabled by technology. The cycle of technological advancement is rapid and hard to predict. But if the broad themes of this strategy over the next five years are achieved in practice, strong foundations will be in place. In particular:

(1) The focus on delivery and professionalism will have generated confidence in government's ability to transform itself in radical ways.

(2) The switchover to new channels, supported by common infrastructure and the digital home, will enable radical new service delivery options to be implemented.

(3) Some of the newer technologies today will be mainstream by 2011 and the time will be right to roll out their widespread exploitation.

(4) The culture of government will have changed to one which embraces – rather than shuns – sharing, which will continue to breakdown the silos perceived today.

(5) The market and other governments will have set new citizen expectations and created new opportunities for government in the UK to exploit.

56. It is likely therefore that the planning for this era will be based upon a vision that sees citizens and businesses increasingly serving themselves – at home, in work and public places and on the move; public servants truly dependent on technology to discharge their professional roles; policy makers regarding technology as crucial to designing policy and achieving policy outcomes; and backed by a government delivery network in which the boundaries between departments, between central and local government, and between public, private and voluntary sectors continue to be less important and less visible to the citizens and businesses. This may seem very radical by today's standards. But with strong foundations laid in the next few years it should be entirely achievable.

How to Respond

We would welcome your comments on this strategy

Please return comments by **Friday 3 February 2006** to:

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Your responses will be used to help develop and implement the strategy and a summary of responses will be published on our website within three months of the consultation closing date. By submitting your ideas to the consultation, you agree to their use in this way and foreclose the possibility of subsequently applying for a patent on those ideas. If you are in any doubt as to your legal position, please seek professional advice.

There is a Regulatory Impact Assessment available on the website at www.cio.gov.uk. We are also interested in any comments you have about the impacts of our proposals.

Freedom of Information

All information in responses, including personal information, may be subject to publication or disclosure in accordance with the access to information regimes (these are primarily the Freedom of Information Act 2000, the Data Protection Act 1998 and the Environmental Information Regulations 2004). If you want your response to remain confidential, you should explain why confidentiality is necessary and your request will be acceded to only if it is appropriate in all the circumstances. An automatic confidentiality disclaimer generated by your IT system will not, of itself, be regarded as binding on the Department.

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