![HM Government]

Transformational Government

Implementation Plan

CabinetOffice

Contents

Foreword

The publication of *Transformational Government* in November drew positive comment from colleagues, the media, industry and industry watchers. I believe this reflects the collaborative approach and wide-ranging engagement that took place both inside and outside of Government whilst the strategy was being prepared. We have since received submissions in response to the strategy from over 100 organisations and individuals – a summary of the main issues raised is being published with the plan.

We have already made good progress. For example, the first Customer Group Director has been appointed and is leading a series of cross-cutting initiatives to address services for older people. Two pilot workshops for the IT Academy have been run, providing real development opportunities for IT professionals.

At a time when technology is fundamentally changing people's daily lives, the Comprehensive Spending Review is offering a unique opportunity to embed the principles of *Transformational Government* across government. I am keen that the excitement, motivation and momentum that the strategy generated are not lost as we work towards putting it into action.

There is clearly much to do, as set out in this document, but we are laying the foundations for change. Colleagues, IT professionals and everyone involved in service improvement across the public sector have worked hard to deliver these foundations. I have no doubt that – together – we will deliver the whole.

Ian Watmore
Head of the Prime Minister's Delivery Unit

Introduction

1. The Government published *Transformational Government, Enabled by Technology* in November 2005[1]. This strategy set out a vision for 21st century government, requiring 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."
(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."[2]

2. Public sector transformation requires strong leadership and linkage to funding and behavioural incentives.

3. In drawing up this implementation plan *Transformational Government* has become closely linked to two major strategic change programmes: the Capability Reviews[3] and the Comprehensive Spending Review 2007[4]. The Capability Reviews are taking place under the direction of the Head of the Prime Minister's Delivery Unit, and will be consistent with the strategy. The Cabinet Office on behalf of the Chief Information Officer (CIO) Council is working closely with HM Treasury to ensure that the potential of *Transformational Government* is realised in the Comprehensive Spending Review and that proposals for expenditure and reform are consistent with the strategy.

4. The Comprehensive Spending Review also presents an important opportunity to explore more radical transformation in the delivery of public services, making them more responsive to the needs of citizens and businesses. Budget 2006 announced that the Chancellor has asked Sir David Varney, Executive Chairman of HM Revenue and Customs and former CEO of O2, to advise him on the opportunities for transforming the delivery of public services. Drawing on *Transformational Government*, Sir David's review will look at how the channels

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1 See http://www.cio.gov.uk/transformational_government/strategy/
2 *Transformational Government*, p. 7.
3 See http://www.civilservice.gov.uk/reform/capabilities/index.asp
4 See http://www.hm-treasury.gov.uk/spending_review/spend_csr07/spend_csr07_index.cfm

through which services are delivered can be made more efficient and responsive to the needs of citizens and businesses, for example by:

(1) Exploiting the full potential of electronic service delivery, including making wider use of online provision to make services more accessible to the public.
(2) Raising the quality of service provided by call centres, learning from private sector experience in simplifying processes for call handling, improving support to front-line staff and rationalising the number of call centre sites.
(3) Identifying the opportunities for more efficient and innovative use of local office networks, building on the success of many local authorities in basing service provision around the concept of "one-stop shop" local offices that provide a wide range of services from a single site.
(4) Exploring the scope to improve processes for handling identity.

5. *Transformational Government* is about creating conditions in which government transforms itself. The implementation plan draws upon best practice in the public and private sector to create that transformational environment, bringing technology and business functions together through the Service Transformation Board and the CIO Council. Actual transformation itself will be carried out in delivery organisations in the context of implementing the strategy principles in the Comprehensive Spending Review and Capability Reviews.

6. Description of transformational change already apparent in major programmes and a look ahead to transformation in 2006-7 will be set out in the new annual report in November 2006. The report will set out progress in terms of the benefits felt by customers of IT-enabled public services and the real impact these services have on people's daily lives. Successes will be reported and challenges will be acknowledged. The report will reflect the findings from Sir David Varney's review.

7. *Transformational Government* identified barriers to change that could not be removed by individual departments but that required collective action. This implementation plan explains what the CIO Council, the Service Transformation Board and other stakeholders have already done and will do to address these issues between now and July 2007. In order to remain accessible the plan is intentionally constrained in length. Additional detail is referenced via web links.

Leadership and Governance

8. *Transformational Government* said that:

"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."[5]

9. Public services in the UK are entering a period of massive change led by the most senior figures in the Government. The Prime Minister has said that:

"This is the time to push forward, faster and on all fronts: open up the system, break down the 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."[6]

10. The Chief Secretary has set out a radical agenda for the Comprehensive Spending Review 2007, which has:

"….fundamental and far-reaching implications for public services and will require innovative policy responses, co-ordination of activity across Departmental boundaries and sustained investment in key areas. While reaffirming the Government's commitment to its key objectives and building on the long-term framework the Government has put in place, it is right that the Government should periodically re-examine its public spending allocations in fundamental ways."[7]
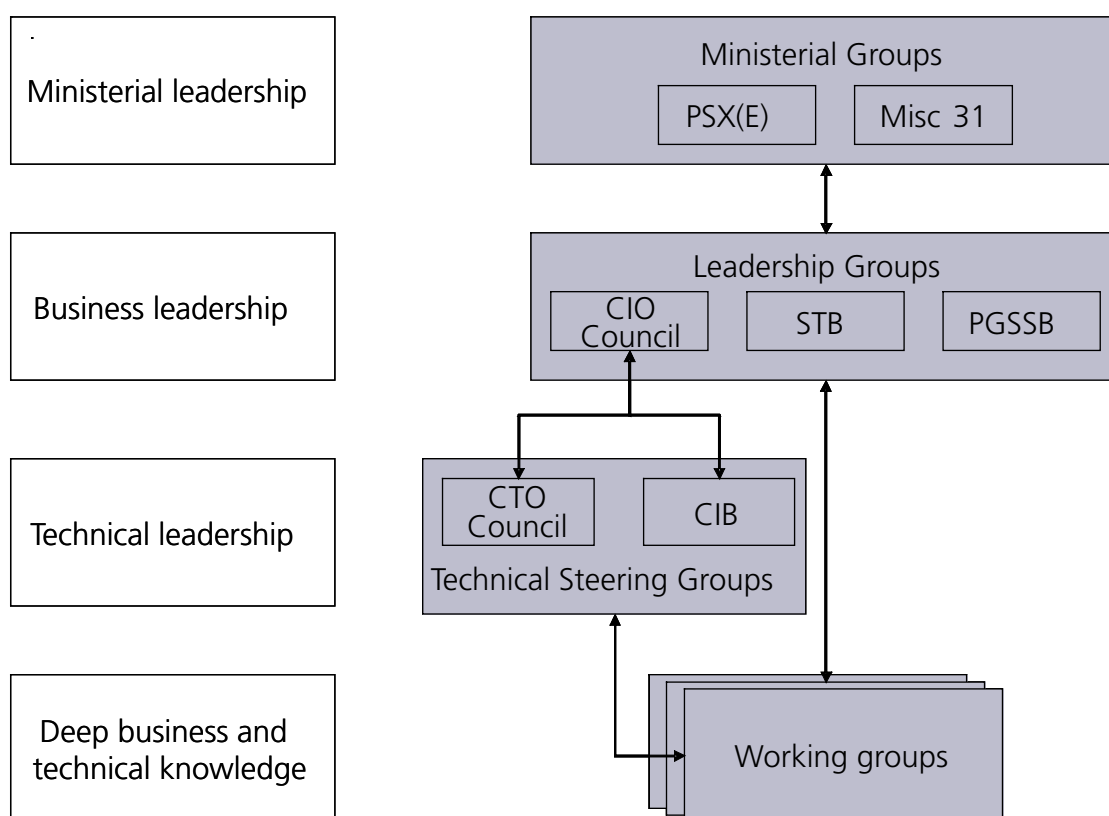
5   *Transformational Government*, p. 14.

6   Speech to National Policy Forum, 9 July 2005.

7   Chief Secretary statement laid before Parliament – announcement of CSR07, 19 July 2005
    http://www.hm-treasury.gov.uk/newsroom_and_speeches/press/2005/press_65_05.cfm

11. The strategy is at the heart of this change, closely allied to Comprehensive Spending Review process and superintended by a cabinet sub-committee.

Figure 1: Overview of leadership and governance arrangements for *Transformational Government* **overall**

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│ .                      │        │            Ministerial Groups           │
│ Ministerial leadership │        │   ┌──────────┐      ┌──────────┐        │
│                        │        │   │  PSX(E)  │      │ Misc 31  │        │
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│                        │        │            Leadership Groups            │
│ Business leadership    │        │  ┌────────┐   ┌────────┐   ┌────────┐  │
│                        │        │  │  CIO   │   │  STB   │   │ PGSSB  │  │
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│ Technical leadership   │        │  │  CTO   │      │  CIB   │       │
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│ Deep business and      │        │                                │
│ technical knowledge    │        │       Working groups           │
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12. Governance for the strategy takes place at two levels – ministerial and official – as shown in the diagram above. At ministerial level the cabinet sub-committee on Electronic Service Delivery, **PSX(E)**, chaired by the Chief Secretary to the Treasury, owns the *Transformational Government* strategy as a whole[8]. A new committee on data sharing, **Misc 31** (see *Data sharing* section below), was announced by the Prime Minister in December 2005. Misc 31 is responsible for developing the Government's strategy on data sharing across the public sector, and is properly independent of the policy delivery process. PSX(E) regularly reviews progress on implementation. Ministers on the committee act both collectively to support and challenge their peers and individually as representatives of their departments, with responsibility for the delivery of their own IT programmes, plans and strategies.

8   Membership and terms of reference for PSX(E) can be found at
    http://www.cabinetoffice.gov.uk/secretariats/committees/psxe.asp.

13. At an official level, the **Service Transformation Board (STB)**, the **Pan-Government Shared Services Board (PGSSB)** and the **CIO Council** provide governance:

(1) The Service Transformation Board is responsible for developing the vision for transforming government services into customer-centric services.
(2) The Pan-Government Shared Services Board is responsible for agreeing and directing the Government's Shared Services agenda.
(3) The CIO Council is charged with creating and delivering a government-wide CIO agenda to support the transformation of government and to build capacity and capability in IT-enabled business change.

14. The **Chief Technology Officers (CTO) Council** (on technical standards, policy and architecture) and the **Common Infrastructure Board** (on overseeing the delivery and management of existing elements of common technical infrastructure) provide governance of technical issues and infrastructure.

Local Government and Devolved Administrations

15. There is a special role for local government in implementing *Transformational Government* because for many people it is their main experience of "government": but there are particular challenges in joining up the large number of local services with multiple central government projects and programmes (e.g. in health, criminal justice and education) in a way that makes sense for each authority's specific circumstances.

16. The immediate process for engaging local authorities in England is as follows:

(1) The representatives from local government on the CIO Council, Service Transformation Board and CTO Council have met, and have commissioned a discussion document[9] to explore the themes in the strategy from a local government perspective. The discussion document is being published at the same time as the present plan and will be used at events across the country to promote wider debate in the local authority community.
(2) This wider debate will inform the thinking of local authorities and central government on how to take forward implementation of the strategy. The debate will also inform the wider discussion between the Office of the Deputy Prime Minister and local authorities on developing local government policies.

17. Everyone in the United Kingdom should benefit from the vision outlined in *Transformational Government*, regardless of where they live or work. The Devolved Administrations have a key role to play in implementation. They are by no means coming from a standing start: for example, in Scotland, the Improvement Service "Customer First" initiative is an excellent example of citizen-centric delivery of local services. Representatives from Northern Ireland, Wales and Scotland already participate on the Whitehall Shared Services Forum and they are being invited to participate more fully on the CIO and CTO

9   http://www.cio.gov.uk/documents/pdf/transgov/trans_local_gov060328.pdf

Councils. The Cabinet Office will work closely with the Devolved Administrations to determine how best to achieve a more inclusive approach with them.

Government published *Connecting the UK: the Digital Strategy*[10] in April 2005, setting out how to work towards achieving equitable access to new technology and remove the barriers to take-up. One of eight key actions was to establish a **Digital Challenge**[11] for local authorities. Government and industry have provided a £10 million fund from which ten innovative and collaborative projects will receive funding to begin the process of digital transformation for their community.

10 See http://www.strategy.gov.uk/downloads/work_areas/digital_strategy/digital_strategy.pdf
11 See http://www.digitalchallenge.gov.uk/

Citizen and Business Centred Services

18. Achieving the vision set out in *Transformational Government* requires the following transformation:

"**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.**"[12]

19. The strategy focused on four areas: systematic engagement with citizens, businesses and front-line public servants; the role of Customer Group Directors; the need for service design principles to set agreed standards for service delivery; and the need to develop modern channels for citizen and business access to services.

20. The Service Transformation Board has agreed an action plan for 2006 covering these inter-linked areas of work.

Systematic Engagement

21. The strategy said that government should:

"**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.**"[13]

22. A work package has been launched to improve government's use of customer insight research. By November 2006:

(1) The Government Social Research Unit will issue standards to ensure the consistency and comparability of customer insight research carried out by individual public service providers.

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12 *Transformational Government*, p. 7.
13 *Transformational Government*, p. 8.

(2) A new professional framework for communication and marketing taking best practice from the public and private sectors will be launched. This will make sure that departmental strategic communications and service development activities are based on a sound understanding of customer behaviour.

(3) The Service Transformation Board will use departmental research and the findings of departmental Communications and Marketing Units to identify common service delivery themes that need action.

(4) The Service Design Authority will work with the Government Communications Group and the Government Social Research Unit to provide a combined picture for the Board of departmental research output and insight, with the findings of research and customer insight in the private, voluntary and community sectors.

(5) The Service Transformation Board will commission further research where necessary to fill any gaps in available research from other sources.

23. During 2007, the Board will track the effectiveness of these initiatives and the emerging needs of service providers to form its work programme.

The **Department for Transport** has undertaken some significant customer research activities over the past three years. Activities undertaken by the department include:

- The Driver, Vehicle and Operator Group have had an extensive market research programme in place since 2003, run by the Customer Insight Unit. Research includes annual customer satisfaction surveys for each of its main customer segments (learners, private motorists, motor trade, etc) and quarterly tracking surveys to measure consumer awareness, usage and potential usage of online services.

- 1 in 10 users of Transport Direct (http://www.transportdirect.info) are asked to complete a pop-up questionnaire and site feedback form.

- The Road Users Satisfaction Survey is carried out by the Highways Agency to gain real customer feedback. This is being expanded to ask more specifically about traffic information services. Regular meetings are held with the Road Users Forum.

Customer Group Directors

24. The strategy said that government should:

"Appoint "Customer Group Directors" for particular groups of the citizen/business population to lead the design of services, working to Ministerial leadership."[14]

25. Two Customer Group Directors, one for Older People (the Chief Executive of the Pension Service) and one for Farmers (the Director, Sustainable Farming Strategy), have

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14 *Transformational Government*, p. 8.

been appointed. These directors will take the lead in cross-government service improvement from the perspective of a group of customers.

26. The Customer Group Director for Older People is leading a group of organisations from central government, local government and the voluntary sector to deliver a series of cross-cutting initiatives which respond to the needs of older people. The detail of these is being finalised and will be announced by November 2006.

27. The Customer Group Director for Farmers is giving leadership to a "Whole Farm Approach" programme. This programme brings together in one place all those services for farmers provided by the Department for the Environment, Food and Rural Affairs and its delivery partners (including the Food Standards Agency, the Rural Payments Agency, the Health and Safety Executive and the Environment Agency). The Whole Farm Approach portal will provide tools that help farmers to assess their farms' strengths and weaknesses, identify and evaluate risks and find ways to mitigate the impact of these on their business.

28. The experience of this first wave of Directors, covering both the nature of the role and the effectiveness of the initiatives developed, will be monitored and expanded to new areas by the Service Transformation Board. The Customer Group Director approach is not an attempt to apply a rigid customer segmentation. People rarely fall into neat categories, so services need to be responsive enough to deal with people associating themselves with different groups at different times. The approach is likely to be most effective by identifying the challenges which certain groups typically find particularly difficult and then tackling these from the customer perspective. Further appointments will be announced in November 2006.

Service Design Principles

29. The strategy said that government should:

"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."[15]

30. Government has established the Board, comprising senior officials from across the public sector. A secretariat has been set up within the Cabinet Office, four meetings have taken place, and a network of working level contacts has been put in place to enable the Board to test and develop its activities rapidly. The Board is supported by a "Service Design Authority" within the Cabinet Office staffed by full-time and experienced practitioners in service design from central and local government and the private sector. The Service Transformation Board has issued guidelines on a range of key topics.

15 *Transformational Government*, p. 9.

31. By November 2006 the Service Transformation Board will have established itself as a clearing house for dealing with the obstacles to service transformation, identifying blockers through its networks, using the resources at the centre to clear them, and implementing agreed decisions in departments through individual members.

32. In 2007, the Service Transformation Board will be tracking the effectiveness of these initiatives and reporting on its conclusions.

> **London Borough of Lewisham** uses Cam2Web technology[16]. A citizen (or council worker, or politician) can report an environmental problem by taking a digital picture on their mobile phone and sending it to the council. The incident is inserted directly into the council's database, and then resolved by the appropriate team. An email or SMS message is then sent to the citizen to confirm the action taken.

Modern Channels

33. The strategy said that government should:

"Develop modern channels for citizen and business access to services, and actively manage the shift in channels towards the most efficient and effective."[17]

34. The strategy said that, for customer information, self-service transactions and campaign support, online services should converge on Directgov (http://www.direct.gov.uk) and Business Link (http://www.businesslink.gov.uk) as the primary online entry points.[18] By November 2006, each Department will review its websites in accordance with the *Transformational Government* strategy and its own overall communication strategy, and produce proposed trajectories for reducing its number of websites overall and converging on Directgov and Business Link for the stated services.

35. The strategy said that citizens should be offered the ability to verify (and if necessary correct) their basic personal details when using an online service. Public service providers will start to build this principle into the design of their services with immediate effect and, where plans do not already exist, include provision in their service proposals in the Comprehensive Spending Review. Implementation will normally use the Government Gateway, Government Connect and Directgov as enabling infrastructure, allowing citizens single sign-on and a consistent look-and-feel. HM Revenue & Customs already provides the ability for customers to verify and alter their personal details through their online services website for Self Assessment. The service utilises the authorisation facilities of the Government Gateway to ensure secure access.

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16 Source: *Cutting the Wires*, Michael Cross and James MacGregor, NLGN, February 2006.

17 *Transformational Government*, p. 9.

18 *Transformational Government*, p. 5, p. 10.

36. The Service Transformation Board will work with service providers and the mobile communications industry to share knowledge about successful and innovative use of mobile devices to improve access for citizens on the move or without fixed phone lines. The Service Transformation Board will publish learning from existing pilot applications of mobile technology in central and local government by November 2006, including the Directgov "i-mode" pilot being conducted in partnership with O2.

37. Directgov's strategy roadmap includes a product review. Customer feedback through usability and market research will determine Directgov's future approach to site look and feel, navigation and search.

38. By November 2006, the Service Transformation Board will have agreed an overall channel architecture for government, on which individual services will then converge.

Directgov already receives over 2.1 million visits a month and has been used to provide campaign support to six government campaigns (for the Department for Education and Skills, the Driver and Vehicle Licensing Agency, and the Department for Work and Pensions) with advertising spend of approximately £10 million. It is now providing, for example, over 132,000 Car Tax Online transactions a month.

Local Directgov is a programme run by the Office of the Deputy Prime Minister to support local authorities in making their services available online via Directgov. Advice is available on a range of technical, usability and other issues. It provides intelligent links to 65 services in 379 local authorities.

Business Link receives 600,000 visits a month. Its grants and support service attracts 50,000 users each month and the site has recently launched 50 online tools to help company owners/managers deal with red tape.

Shared Services

39. *Transformational Government* said that:

"A new Shared Services approach is needed to release efficiencies across the system and support delivery focused 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."[19]

40. Current progress with the shared services agenda, opportunities to get more involved, toolkit material and best practice examples are available at http://www.cio.gov.uk/shared_services/index.asp. Over 100 documents on implementing shared services are available on the website, and downloads of documents are currently running at around 1,700 per week.

Customer Service Centres

41. *Transformational Government* stated the need for a focus on

"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."[20]

42. The review into service transformation opportunities announced by the Chancellor in Budget 2006 will include looking across Government at the channels through which services are delivered to the public. This work will examine the scope for further improvements in the electronic delivery of services, as well as call centres and local office networks.

Human Resources, Finance and other Corporate Services

43. *Transformational Government* stressed the importance of a focus on shared Human Resources, Finance and other corporate services, where:

19 *Transformational Government*, p. 12.
20 *Transformational Government*, p. 12.

"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."[21]

44. Implementation is being driven on three main fronts: leadership through the Pan-Government Shared Services Board (as referred to in the Introduction), sector planning and developing the market.

Sector Planning

45. Nine discrete sectors have been identified across government for the purpose of implementing shared services: 'Education'; 'Health'; 'Home Office/Criminal Justice' (including but not limited to the Criminal Justice Information Technology Programme); 'Local Government'; and five in Central Government covering the Department for Work and Pensions; Defence; HM Revenue and Customs; 'Multiple Agencies' (those departments with many agencies, such as the Department for Environment, Farming and Rural Affairs and the Department for Transport); and the remainder of central government organisations.

46. These sectors are now developing plans for the implementation of shared services within their sector, building on successes such as the Department of Health/ Xansa joint venture for the National Health Service; the soon-to-be-launched Joint Personnel Administration within the Ministry of Defence; and work at Transport for London. These plans will cover the current landscape, the proposed end state, a transition plan and benefits, risks and implications. The minimum economic size of shared services operations means that the great majority of government organisations will need to share services across organisational boundaries. Critically, the governance structures being set up will feed into the Pan-Government Shared Services Board. Plans will be available for all sectors by November 2006.

> The Ministry of Defence's **Joint Personnel Administration** is a programme to transform the way that the Armed Forces are administered. This encompasses the updating and streamlining of HR practices and replacement of a large number of different information systems with a single system, accessible by all servicemen and women via web-based applications, allowing them to access and update their records in a convenient, modern and simple way.

47. The sector plans will be the vehicle for delivery of shared services over the next 3-7 years. The clear intention is that the number of operational centres for shared services should be measured in tens rather than hundreds and that the performance levels achieved

21 *Transformational Government*, p. 12.

should be in the upper quartile (when compared against both public and private sector organisations).

Developing the market

48. A government-centric shared services market does not exist. This work stream seeks to create a market that facilitates sharing across government. Key market players have been identified, and communications with the market established through monthly Cabinet Office market briefings[22] and thought leadership workshops. In addition, Intellect[23] has coordinated Concept Viability sessions to allow private sector companies to test the Government's proposals – this has provided valuable access to a wide network of potential suppliers and solicited some useful feedback.

49. An assessment of the market and a market strategy have been completed. Using the market strategy, the Cabinet Office is now developing, with the Office of Government Commerce, procurement principles and a procurement strategy for launch by November 2006.

Common Infrastructure

50. *Transformational Government* said that:

"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."[24]

51. The Common Infrastructure Board has been established. It will provide information and assistance on delivering best practice for common infrastructure in the public sector. It has begun work on the common infrastructure roadmap, and this will be published by November 2006.

52. The Common Infrastructure Board will identify new opportunities for collaborative working, sharing ideas and lessons learned, and will work with senior officers to increase the take-up and improvement of existing common infrastructure products and services.

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22 For details, see http://www.cio.gov.uk/shared_services/events/index.asp

23 Intellect is the trade association for the UK hi-tech industry, see http://www.intellectuk.org/

24 *Transformational Government*, p. 12.

Government Connect[25] is an initiative allowing local authorities to use a common infrastructure. It was launched in March 2005 by the Local e-Gov programme (in the Office of the Deputy Prime Minister) and the Cabinet Office. It brings together a range of essential tools, from technical solutions to practical advice, which will enable local authorities to take advantage of their investment in electronic service delivery. It allows secure communication between local and central government; a joined up approach to online services and a means to enable personalised services, a "citizen account", and development of cost-effective e-Government service delivery channels.

Data Sharing

53. *Transformational Government* stated that "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 [through increased data sharing]"[26].

54. Data sharing is an integral part of designing new and improving established public services. However, this transformation can only be achieved if we retain public trust. Government is therefore working to clarify its strategy for data sharing, and to see what more can be done to retain trust in services that involve sharing information. The Information Commissioner will be an important stakeholder in this work and any new developments will include a proper consideration of the potential impact on an individual's privacy, the risks associated with this and how the technology can be best used not only to transform the business of government, but at the same time to protect the individual.

55. The Prime Minister has established a time-limited Ministerial Committee on Data Sharing, Misc 31, "to develop the Government's strategy on data sharing across the public sector". The membership of Misc 31 can be found at http://www.cabinetoffice.gov.uk/secretariats/committees/misc31.asp.

56. Decisions on policy will be for the committee, but outcomes are likely to include:

(1) A statement of the Government's position on data sharing, including the balance between the sharing of data and protecting the individual's right to an appropriate degree of privacy, and the safeguards that will ensure that the balance is retained. This will be informed by current and proposed programmes involving data sharing.

(2) A 3-5 year information strategy presenting a snapshot of current and proposed data sharing and setting out what data sharing will be required, between whom and how this will be delivered, to facilitate government's delivery of modernised, tailored public services, within the next five years.

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25 See http://www.govconnect.gov.uk/ccm/portal/
26 *Transformational Government*, p. 12.

(3) New guidance for staff which will set out clearly what the rules are and where they must exercise their judgement.

(4) Clearer exposition of policy on the use of statutory gateways.

57. The Department for Constitutional Affairs is currently reviewing the penalties for wilful misuse or illegal sharing of data to ensure that they are sufficiently strong to deter abuse.

58. There will be an informed public debate on both the benefits and the risks of data sharing with a communication programme. By the end of 2007, Departments will have aligned their plans for future data sharing with the Government's statement of its position on data-sharing.

> **Dudley Metropolitan Borough Council** has developed an innovative approach to information management[27], using an online document warehouse and the Partnership and Network Information Catalogue (P@NIC). This provides an electronic gateway to a wealth of easily accessible information, based on a hierarchy of topics and aligned with corporate priorities. This supports the work of staff across multiple partnerships, working groups and other networks.

Information Management

59. *Transformational Government* said that:

"…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 for the efficient use and sharing of information to all those across government that have a legitimate need to see and use it."[28]

60. The CTO Council will develop a programme of standards development and tools implementation to allow and encourage collaborative working across boundaries. During 2006 the Council will specifically:

(1) Ensure interoperability between the various secure email systems being delivered across the public sector to support multi-agency working, for instance on cases of people at risk.

(2) Work with the National Archives to develop the next generation of Electronic Document and Records Management systems, and to address the problem survival of electronic records with a mid and long-term value.[29]

27 Source: Modern public services: transformation in practice, Socitm, January 2006.

28 *Transformational Government*, p. 12.

29 See the challenge of "Digital Preservation" as set out in the *Mind The Gap* report published in February 2006 by the Digital Preservation Coalition, http://www.dpconline.org/docs/reports/uknamindthegap.pdf

(3) Enable the easier sharing of information between authorised users in different agencies via the Government Secure Intranet (GSI) in the way that the Knowledge Network already operates.

(4) Make collaborative tools already used in departments available for wider re-use.

61. A report on progress will be made in November 2006.

The **National Programme for IT** will provide integrated IT infrastructure and systems for the NHS in England. It will connect over 100,000 doctors, 380,000 nurses and 50,000 other health professionals and give patients access to their personal health and care information, transforming the way the NHS works.

As at 14 March 2006[30], progress included:

- 202,860 users registered on the Spine, the national database of key information about a patient's health and care.

- 625,427 prescriptions transmitted using the Electronic Prescription Service.

- 17,771,776 images stored using the Picture Archiving and Communications Systems.

Information Assurance

62. *Transformational Government* said that government IT systems must be secure and convenient for users and that the Government will review its risk management model to provide guidance on this, and "develop a simple tiered architecture for government networks to support this model in practice, with an updated application of the protective marking scheme for electronically held information.[31]" It also said that the Government will work with the private sector to promote internet safety and promote the availability of assured goods and services.

63. Future work on information assurance will be driven by enterprise architecture activities (see *Technology Standards and Architecture* section, below), CTO Council and Senior Information Risk Owner[32] requirements and the emergence of new threats.

64. A revised security policy has been approved by the Information Assurance Policy Programme Board[33] for the Central Sponsor for Information Assurance[34]. This ensures that measures are taken that are commensurate with the threat. Guidance will be published by

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30 This data is updated regularly,
    see http://www.connectingforhealth.nhs.uk/delivery/servicemanagement/statistics/service

31 *Transformational Government*, p. 13.

32 The Cabinet Secretary requires departments to appoint a Board level SIRO, who accepts responsibility
    fo ensuring that IS risk within the department is managed appropriately.
    See http://www.cabinetoffice.gov.uk/csia/ia_governance/leadership.asp

33 See http://www.cabinetoffice.gov.uk/csia/ia_governance/introduction.asp

34 See http://www.cabinetoffice.gov.uk/csia/

November 2006, giving substantially more flexibility and discretion to Departmental authorities. The Foreign and Commonwealth Office is an early adopter of the new policy and is putting the tiered architecture into practice.

Get Safe Online[35], a joint public sector/private sector initiative, was launched on 27 October 2005 to promote awareness and advice on online safety for Internet users. Headed by the Government and the National Hi-Tech Crime Unit, the campaign is also backed by companies such as eBay, Microsoft, BT and Yell. The education campaign uses a website and a national tour aimed at getting people thinking about staying safe when they use the web.

65. The Central Sponsor for Information Assurance continues to work closely with Microsoft and IBM to enhance the security of future Windows and Open Source products.

Identity Management

66. *Transformational Government* committed to creating "an holistic approach to identity management based on a suite of identity management solutions" via a range of measures which "will converge towards biometric identity cards and the National identity Register"[36]. Responses to the consultation reinforced the importance of physical and legal safeguards, which the Government recognises. These will be taken forward under the information assurance and data sharing topics above.

67. Progress to date includes:

(1) The Home Office, HM Revenue and Customs and the Department for Education and Skills have work underway on robust identity management regimes for the information in their stewardship. The Cabinet Office has begun co-ordination of these schemes. A governance structure will be in place by November 2006.
(2) Development of a tool to support customer service and risk managers in applying a professional risk management approach to the design of customer-focused identity registration and authentication services. This will be tested by ALARM[37] and released for local authority use by November 2006.
(3) The initiation of a study by HM Revenue and Customs and the Department for Work and Pensions, that will report by November 2006, to look at the possibility of wider use of the National Insurance Number for indexing information held in public sector databases, whilst respecting confidentiality.
(4) Establishment by the Office of Government Commerce of a study into the market for biometric identity systems, to report by April 2006.

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35 See http://www.getsafeonline.org/
36 *Transformational Government*, p. 13.
37 ALARM is the national forum for risk management in the public sector, see http://www.alarm-uk.com/.

(5) The Home Office is organising talks with international partners on the major biometric identification schemes being planned in other large countries, including sharing lessons learned, interoperability and procurement frameworks.

(6) Work continues upon implementing the Hampton Review recommendations on a more consistent means of identifying businesses. This is being led by the Better Regulation Executive.

(7) The independent review announced by the Chancellor in Budget 2006 will also consider the scope to improve service delivery and efficiency by reforming processes for handling identity.

> The **Government Gateway** (http://www.gateway.gov.uk) went live in 2001 and provides authentication, transaction routing and reliable messaging to government departments, agencies and local authorities. The Gateway has eight million active enrolments with more than 100 enabled services from 50 different government entities. During FY 2005/06, the Gateway will have processed five million submissions (twice the level for the previous year) including over two million self-assessment income tax returns.

Technology Standards and Architecture

68. *Transformational Government* said[38] that the CIO Council would determine a consistent approach to standards and architecture across government, and undertake a progressive refresh of legacy systems, using open standards and commercial off-the-shelf products. The CTO Council will develop the detail of this approach to standards and architecture across government on behalf of the CIO Council.

69. The first priority of the CTO Council will be to agree and publish a standard Enterprise Architecture reference model. The existing and emerging technical architectures across government need to align with a single, pan-Government framework. This reference model will be completed and published by November 2006. The model will enable:

(1) The identification of actual or potential duplication of components and solutions across government, and so encourage shared services and re-use of existing components.

(2) Prioritisation of future common infrastructure developments.

(3) The agreement of interface standards to enable easier, cheaper and quicker inter-working between agencies, including one agency acting as an agent or intermediary for another.

(4) Greater competition in the supply of IT services and products, including the introduction of new, innovative components for particular, standard architectural elements.

38 *Transformational Government*, p. 13.

70. In addition, by November 2006 the CTO Council will:

(1) Address the technical barriers and costs to data sharing by agreeing a standard technical architecture. This will ensure that, where there is policy and business agreement to data sharing, the technical implementation can re-use existing components; that data providers can maintain one interface for all their data partners rather than a separate interface for each data partner; and that common standards of security and authorisation can be systematically applied to all data exchanges.
(2) Develop a consolidated IP-based network architecture for government, including GSI and Voice Over IP. This would allow reduction in costs through aggregating demand for both voice and data, simplifying the GSI and allowing individual agencies to use common network infrastructure seamlessly for intra-agency as well as inter-agency traffic.

71. Based on this early work the CIO Council will agree by November 2006 a three-year programme of standards and technology development across government, including support for the transition from legacy systems and staying abreast of developments in both commercial and open-source fields.

72. The Geographic Information Panel[39] is commissioning a UK geographic information strategy. The aims of the strategy will be to maximise exploitation and benefit from geographical information and to provide a framework to guide regional and local geographical initiatives. The strategy will be published by July 2007.

> Map-based information is providing opportunities to innovate and to transform the way in which local services are delivered. **Eastleigh Borough Council** is using a Geographic Information System (GIS) to record traffic management issues such as parking problems, HGV and speeding problems. When a member of the public, councillor or police officer contacts the council with a traffic concern, details are recorded on the GIS system. Mapping problems identifies clusters and suggests where traffic studies should be carried out. Information on school travel routes is also being collected and used to help identify where highway improvement schemes, such as footway widening or traffic calming would benefit the greatest number of pupils.[40]

Sharing Culture

73. *Transformational Government* recognised that "the Shared Services agenda is a major cultural shift for the wider public sector" and identified a number of actions to be taken to address this, including roles for the National Audit Office, HM Treasury and the Audit Commission.[41]

39 See http://www.odpm.gov.uk/index.asp?id=1144584
40 Source: *Modern public services: transformation in practice*, Socitm, January 2006.
41 *Transformational Government*, p. 14.

74. The key "technical" barriers or disincentives to the implementation of a sharing culture have been identified by HM Treasury and the Cabinet Office. Addressing some of these barriers may simply require clarification or minor changes to regulations; others will need more substantial revision or other actions.

75. The onus is on central departments (HM Treasury, the Cabinet Office, the Office of the Deputy Prime Minister, the Devolved Administrations and the Office of Government Commerce) to help create a landscape more conducive to sharing. In addition to his work on service transformation announced by the Chancellor, Sir David Varney will lead this work with a remit to identify incentives and remove the cultural barriers to increased joint working and greater use of shared services.

76. The guidance on headcount caps is being revised by HM Treasury to provide greater clarity on how organisations can take on work on behalf of others without being penalised elsewhere on headcount restrictions. HM Treasury is looking at the issue of funding for cross-government projects and will be considering appropriate arrangements in the Comprehensive Spending Review. Possible VAT issues in relation to the use of shared services by non-departmental public bodies, including important parts of the education sector, are being explored by HM Treasury with HM Revenue and Customs. Legal advice is being sought on EU procurement rules issues. In addition, Cabinet Office are supporting the National Audit Office/Audit Commission study which aims to establish a core set of agreed performance standards for efficiency and effectiveness for corporate services across all branches of government. This will report by November 2006.

Professionalism

77. *Transformational Government* identified that the:

"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*."[42]

78. Actions on *Leadership and Governance*, were covered in the *Introduction* section above, the remaining elements are addressed in turn below.

Portfolio Management

79. *Transformational Government* said that the technology agenda required management of the totality of technology enabled programmes at portfolio level. This would allow government: to match supply with demand; to anticipate generic challenges; to identify duplication; to challenge relatively low value projects; and to set priorities when competing for scarce capacity.

80. The CIO Council is developing a common approach to portfolio management – that can work at both whole-government and organisational levels using standard data definitions – building on existing good practice in the Department for Work and Pensions and HM Revenue and Customs and work underway within the Office of Government Commerce.

> The **Department for Work and Pensions**' investment management capability maintains a portfolio overview of the department's major IT-enabled programmes, comprising over 80% of the department's current investments. This provides department-level visibility of financial and project performance and of the identification and management of risk, facilitating challenge and support from experienced managers of change programmes to ensure overall departmental objectives are being met.

42 *Transformational Government*, p. 14.

81. By November 2006 this approach will have been used to collate information on four key development portfolios:

(1) The "biggest projects" which are mission critical or market shaping and which each represent a significant use of resources across government as a whole.
(2) Projects in the Finance and Human Resources area where all development activity needs to be managed as a portfolio within the Shared Services programme.
(3) Identification and data sharing programmes, where the scale of projects, their inter-dependency and the scarcity of expert resources in the public and in industry require a view across the portfolio of activity as a whole.
(4) Replacement of legacy VME systems, which depend on scarce skills.

82. These portfolios will be used to inform the work on overall capacity and capability, including the supply and demand for IT services (see *Supplier Management* section below) and a baseline for IT deliverability judgements in the Comprehensive Spending Review.

83. By November 2007 the CIO Council will have:

(1) Refined and extended the Portfolio Management approach to a wider range of projects and programmes in government.
(2) Used those portfolios already constructed actively to manage supply and demand; identify further opportunities for joint and shared working; and helped to set priorities for the development of professionalism.
(3) Ensured that decisions taken in the Comprehensive Spending Review reflect up-to-date portfolios to ensure deliverability over the review period (jointly with HM Treasury).
(4) Followed up the Comprehensive Spending Review with revised portfolio assessments reflecting allocation decisions and new PSA targets.

IT Profession in Government

84. *Transformational Government* committed to a new approach to the Government IT Profession to build capacity, culture, skills and identity across Central Government and the wider public sector. This approach is part of the Professional Skills for Government programme[43], meets the business needs of the CIO community and responds directly to feedback from IT professionals. More information is available at http://www.cio.gov.uk/itprofession/. The Cabinet Office is working closely with relevant professional bodies and sector skills councils, including e-skills UK[44], where the Government CIO is a board member.

85. Work in this area is being taken forward under three broad headings: competency and skills frameworks; IT Profession roll-out and communications; and the IT Academy. Progress in each area and plans for future implementation actions are noted below.

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43 Professional Skills for Government will enable staff in all areas of the Civil Service to develop the skills and experience needed to design and deliver 21st century services. See http://psg.civilservice.gov.uk/
44 e-skills UK is the Sector Skills Council for IT, Telecoms and Contact Centres. See http://www.e-skills.com/

Competency and Skills Frameworks

86. The CIO Council have agreed a competency and skills framework for government IT professionals[45] based upon the Skills Framework for the Information Age[46]. The core and senior skills frameworks are integrated with the Professional Skills for Government programme.

87. During 2006 and 2007, the Government IT Profession, supported by the Cabinet Office and on behalf of the CIO Council will:

(1) Continue to develop competency and skills frameworks and the processes that support their use by HR Directors across Government.
(2) Ensure that the views of the CIO Council on issues such as pay are represented centrally.
(3) Continue to work in partnership with the Programme & Project Management and Procurement professions towards their shared agendas. A consistent definition of each of these related professions will be agreed with the Office of Government Commerce so that individuals have a clear view as to how the professions relate and work together.
(4) Support the development of IT awareness and IT-enabled business change management skills across government. A simple blueprint which describes the skills required will be developed.
(5) Work with the Capability Review programme to identify the expected IT capabilities for each organisation and support those organisations.

88. IT Security professionals are recognised as having a particular speciality within the Government IT Profession. The Central Sponsor for Information Assurance leads this speciality and is working with the private sector and academia to establish an Institute of Information Security Professionals. By November 2006, the Accreditors' Forum will be established and the first training courses will be certified.

IT Profession Roll-out and Communications

89. Implementation of the IT Profession is well underway in departments including the Department for Constitutional Affairs, the Department for Work and Pensions, HM Revenue and Customs, the Crown Prosecution Service and the Department for International Development. The Cabinet Office will support the roll-out of the Government IT Profession across the wider public sector. Specifically:

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45 See http://www.cio.gov.uk/itprofession/competency_framework/index.asp

46 The Skills Framework for the Information Age (SFIA) provides a common reference model for the identification of the skills needed to develop effective information systems making use of information communications technologies. The SFIA Foundation is jointly owned by e-skills UK, the British Computer Society, the Institution of Electrical Engineers and the Institute for the Management of Information Systems. See http://www.sfia.org.uk/

(1) A website has been established on which individuals can "register an interest" in the Government IT Profession[47] allowing departments to communicate directly with these staff. There will be over 8,000 individuals "registered" by November 2006.
(2) By November 2006, competency leads and IT Profession members will be identified in the majority of central government departments.
(3) Strategies for roll-out across the wider public sector will be agreed by November 2006 and roll-out will begin, guided by a steering group including key CIO Council members.
(4) During 2007 individuals will be nominated to lead each competency across the whole of the wider public sector. Competency networks will become the focal point for the sharing of best practice and experience across government.

90. During 2006 and 2007, the Government IT Profession will build a strong sense of culture and identity across the wider public sector for IT professionals by:

(1) A broad programme of communications events.
(2) Developing with government IT professionals a people charter outlining expectations people should have of the Government IT Profession and the expectations that Government IT Profession has of members.

IT Academy

91. Two pilot workshops have been delivered under the banner of the Government IT Academy in January and February 2006. These workshops addressed key skills gaps identified by the CIO Council and have allowed us to pilot a way of working in partnership with the National School of Government[48] and a selected delivery partner.

92. The CIO Council will evaluate these workshops and feed lessons learned into development of a full strategy for establishment of the IT Academy. This strategy will be agreed by November 2006 and delivered thereafter providing IT professionals with the formal training, development opportunities and experience they need.

93. In addition to addressing the skills and culture needs of the IT profession, skills and culture implications for the whole of the public sector will need to be considered as work to implement the principles of *Transformational Government* progresses. These implications will be considered by the Service Transformation Board in conjunction with the Professional Skills for Government programme.

Reliable Project Delivery

94. *Transformational Government* said that:

"A further programme of work on the management and control of technology enabled business change will be put in place to build upon

47 See http://www.cio.gov.uk/itprofession/joining/index.asp
48 See http://www.nationalschool.gov.uk/index.asp

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."[49]

95. The Cabinet Office has:

(1) Defined the services that it could provide to support Mission Critical and Key Programmes requiring assistance, for example Senior Responsible Owner mentoring services or e-Government Unit board membership.
(2) Established the Programme Delivery Director (Heavy-Hitter) service and deployed the first candidates to major programmes in the Home Office/National Offender Management Service and the Youth Justice Board.
(3) Worked with CIOs on case studies for inclusion in the National Audit Office report on Successful Projects (due by November 2006).

96. By November 2006, the CIO Council will finalise and approve:

(1) Project control processes and governance structures based on current best practice, and a plan for their implementation.
(2) Detailed plans and processes for joint Office of Government Commerce/e-Government Unit engagement with key technology-enabled business change programmes. This will provide targeted support to help high profile and high risk programmes meet their objectives.

97. As a result of this work, the CIO Council will ensure there are:

(1) Robust management and controls (internal and external) of all IT enabled business change programmes and projects.
(2) Processes in place to learn and disseminate best practice and to measure its effectiveness.

Supplier Management

98. *Transformational Government* set out a strategy to achieve a further upward shift in government's management of its IT suppliers, to improve delivery.

99. A sub-group of the CIO Council, chaired by the Department for Work and Pension's CIO, is implementing this Supplier Management Initiative, supported by the Office of Government Commerce's Supplier Relations team. After consulting Intellect, the trade association for the IT industry, the CIO Council have formed a Strategic Supplier Board, bringing together Public Sector CIOs and senior executive level representation from

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49 *Transformational Government*, p. 16.

government's most strategically important IT suppliers. This Board will act as a joint strategic platform to drive forward the supplier management agenda.

100. *Forward Look at Demand and Supply:* The CIO Council will carry out a six-monthly forward look at the demand and supply of IT services to government, which will inform decisions about capacity and capability in both the market and individual suppliers. This follows the principles of the Kelly report[50]. This will be discussed at CIO Council each July and January and will inform decisions about delivery capacity in the Comprehensive Spending Review. This will be a carefully managed development process in order to maintain the credibility and robustness of the information/analysis produced and to build wherever possible on existing forward planning systems.

101. *Supplier intelligence:* To improve and increase the dissemination of supplier related information among CIOs the Office of Government Commerce established an information extranet accessible by 165 public sector organisations. A supplier intelligence "hub" has been established for public sector bodies with supplier management with 23 members. Both these services are subject to continuous improvement processes.

102. *Common Assessment Framework: Transformational Government* said that a common assessment framework would be used to manage supplier performance across government, building wherever possible on existing best practice and processes. Intellect and major suppliers are currently being consulted on a proposal. The Framework will be piloted with a small number of departments and suppliers. By November 2006 there will be a phased introduction of the Common Assessment Framework to government departments and local authorities. Intellect and the Office of Government Commerce will also develop a parallel assessment framework for suppliers to give feedback to government on its performance as client. This will be used to guide the development of relevant professional skills in government.

103. *Supplier Performance Plans:* A programme of regular reviews of individual suppliers has been agreed. These will involve an assessment every six months involving the senior management of each supplier and the government CIOs who are that supplier's major customers. The outcome of each review will be a performance plan agreed between the supplier and the Government. The supplier and the Government will subsequently work together to ensure that the plan is fully implemented. By November 2006 reviews will have been carried out, and plans will be in place, for 13 of the most strategically important IT suppliers.

Innovation

104. *Transformational Government* highlighted the need for effective processes to ensure continued innovation and knowledge sharing in the public sector

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50 For information on the Kelly Programme, see http://www.ogc.gov.uk/index.asp?id=1002157

105. The CIO Council have begun to share knowledge more systematically within the government IT community, and will work with the private, voluntary and community, and academic sectors to help implement the strategy and deliver innovative solutions.

> The Service Design & Delivery Guide[51], published online by the **Cabinet Office** to encourage good service design, has been downloaded 31,175 times in since March 2005.
>
> The **Local eGov** programme has provided support for over thirty projects in an e-Innovations programme[52] and is now developing a "Framework for Innovation in Local Government" based on the experiences of those projects.

106. By November 2006 the CIO Council will have:

(1) Built innovation into the competency frameworks for civil servants (both IT professionals *and* generalists), working with Corporate Development Group in the Cabinet Office.
(2) Developed a framework for encouraging innovation across government and identified priority areas for development, building on the work already done by the Department for Trade and Industry.
(3) Developed a business model and supporting tools for the innovation process, focusing not only on the development of initial concepts and trialling them but also on embedding successful innovations in the mainstream.
(4) Established an online space in which they and others in the government IT community will be able to share research, ideas, and information, and to communicate knowledge gained in pilot projects in individual organisations that will help to reduce duplication of projects. This will be developed in co-operation with the Improvement and Development Agency[53] and others already working in this field in specific sectors. CIOs will be responsible for using and sharing information in the shared space.

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51 See http://www.cabinetoffice.gov.uk/e-government/docs/bestpractice/pdf/sddg.pdf
52 See http://www.localegov.gov.uk/en/1/einnovation.html
53 See http://www.idea-knowledge.gov.uk/

Conclusion

107. *Transformational Government* set out a long-term vision for the transformation of public services. The scale of change is considerable – so, as already noted, the delivery of *Transformational Government* is firmly linked to the Comprehensive Spending Review and the Capability Reviews. The Cabinet Office on behalf of the CIO Council is working closely with HM Treasury to ensure that the potential of *Transformational Government* is realised in the Comprehensive Spending Review and that proposals for expenditure are consistent with the strategy.

108. This implementation plan describes the progress that the Government has made in resolving barriers to implementation of the vision described in *Transformational Government* and sets out further actions being taken to remove these obstacles. A separate Regulatory Impact Assessment outlines the risks and benefits of *Transformational Government*. The key risks to be managed during the implementation of the strategy include:

(1) Resourcing – the availability of investment and other funding to implement key proposals. This will be addressed through the Comprehensive Spending Review.
(2) Supplier capacity and capability – to deliver what is required, to time, cost and quality. This risk is being addressed through the work on Portfolio and Supplier Management.
(3) Public trust – loss of trust in online services would mean that services are underused and neither service improvement nor efficiency gains are realised. This is being mitigated through the work on customer focus.
(4) Leadership – strong guidance (political, technical and business) from the centre of government is required to encourage departments and authorities to implement the strategy. This is being addressed through the work on Leadership and Governance.
(5) Pace of technological change – to continue to meet citizen and business expectations, government IT should be using up-to-date technologies. This is being addressed through the Innovation workstream.
(6) Failure of a key project or programme – this would reduce the credibility of the overall strategy. Several aspects of the Implementation Plan will mitigate this risk, but individual programmes will continue to be accountable for delivery.

109. The CIO Council, Service Transformation Board, Pan-Government Shared Services Board and other governing bodies will need to:

(1) Maintain the momentum of these early months.
(2) Ensure that the opportunities presented by the Comprehensive Spending Review and the Capability Reviews to focus on using technology to transform government are fully exploited.
(3) Identify and communicate examples of good practice, and so mobilise the wider community of IT, communications and service design professionals across the public sector to deliver the strategy.

110. In November 2006, an annual report will be published, covering the year's achievements in key delivery areas and looking forward to the following year to describe the challenges ahead.