

# UK Country Report 2006

## 1. Context

The Prime Minister has set IT professionals in government the mission of 'ensuring that IT supports the business transformation of government itself so that we can provide better, more efficient, public services.'

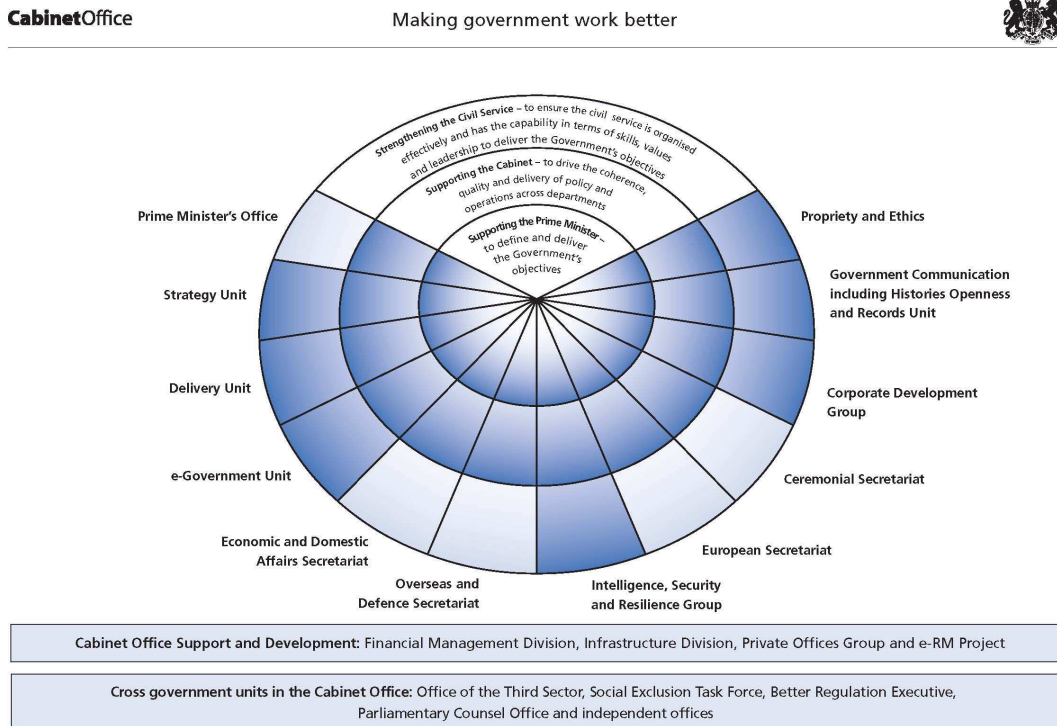
Since the UK's 2005 ICA Report, the eGovernment Unit (eGU) has begun to develop the next stage outlined in the Transformational Government Strategy<sup>1</sup>. The eGU's primary role in the Cabinet Office<sup>2</sup> is to lead the implementation and development of the strategy's vision of customer-focused services to citizens and businesses, and a shared service basis of delivery and professionalism throughout the delivery chain.

By leading this work, the eGU supports the business transformation of government so that it can provide better, more efficient public services to citizens. As part of our overall role we will also deliver key common infrastructure and services for government and provide ICT support to the Cabinet Office's own business and transformation.

## 2. Structure & Governance

The Cabinet Office sits at the very centre of government and, with HM Treasury<sup>3</sup>, provides the 'head office' of government. The Cabinet Office has an overarching purpose of 'Making government work better'.

Fig.1 Cabinet Office Structure<sup>4</sup>



<sup>1</sup> See [www.cio.gov.uk/transformational\\_government/strategy](http://www.cio.gov.uk/transformational_government/strategy)

<sup>2</sup> See [www.cabinet-office.gov.uk](http://www.cabinet-office.gov.uk)

<sup>3</sup> See [www.hm-treasury.gov.uk](http://www.hm-treasury.gov.uk)

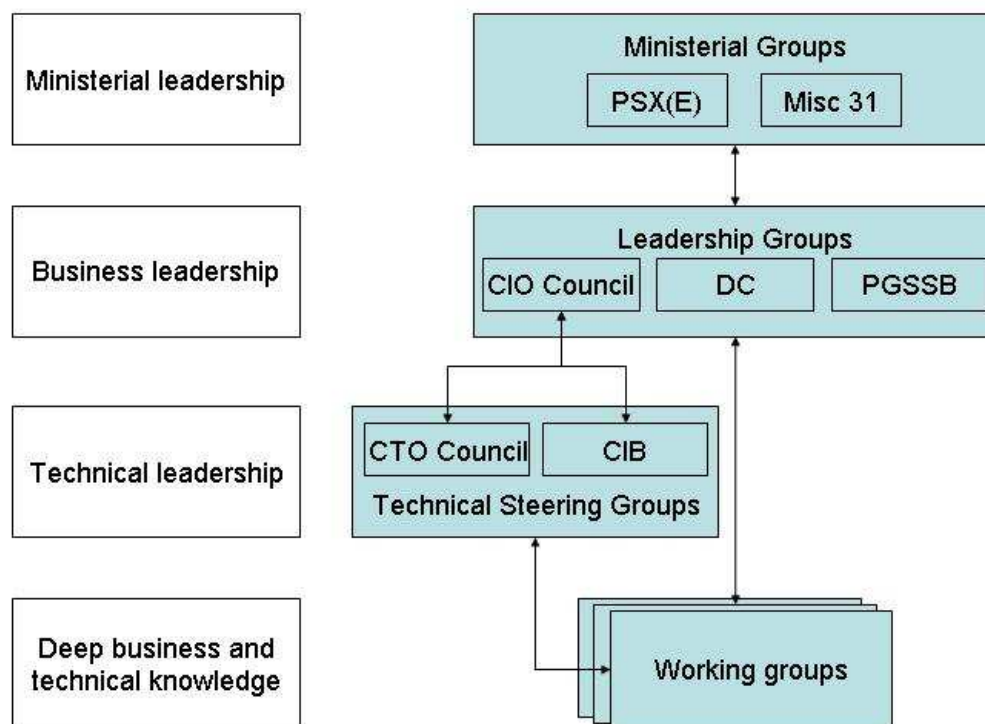
<sup>4</sup> See [www.cabinetoffice.gov.uk/about\\_the\\_cabinet\\_office](http://www.cabinetoffice.gov.uk/about_the_cabinet_office)

The Department has three core functions that enable it to achieve this overarching purpose:

1. Supporting the Prime Minister - to define and deliver the Government's objectives;
2. Supporting the Cabinet - to drive the coherence, quality and delivery of policy and operations across departments;
3. Strengthening the Civil Service - to ensure the civil service is organised effectively and has the capability in terms of skills, values and leadership to deliver the Government's objectives.

The mission of the eGU, as set out by the Prime Minister, is to ensure that IT supports the business transformation of government so it can provide better, more efficient public services. The Transformational Government Strategy is closely allied to the Comprehensive Spending Review<sup>5</sup> process and governed at ministerial level by the Cabinet Sub-committee PSX(E)<sup>6</sup>. Another Cabinet Office committee, Misc 31<sup>7</sup> has recently been announced and is responsible for developing the Government's strategy on data sharing across the public sector. At the official level, the CIO Council, Delivery Council (DC) and Pan-Government Shared Services Board (PGSSB) provide governance. The Chief Technical Officers Council and the Common Infrastructure Board (CIB) provide governance on technical issues and infrastructure.

*Fig.2: Overview of leadership and governance arrangements for Transformational Government*



<sup>5</sup> See [www.hm-treasury.gov.uk/spending\\_review/spend\\_index.cfm](http://www.hm-treasury.gov.uk/spending_review/spend_index.cfm)

<sup>6</sup> See [www.cabinetoffice.gov.uk/secretariats/committees/psxe.asp](http://www.cabinetoffice.gov.uk/secretariats/committees/psxe.asp)

<sup>7</sup> See [www.cabinetoffice.gov.uk/secretariats/committees/misc31.asp](http://www.cabinetoffice.gov.uk/secretariats/committees/misc31.asp)

The eGU is provides leadership in strengthening the Civil Service in order to successfully deliver of the Government's objectives through:

1. The transformation of public services for the benefit of citizens, businesses, taxpayers and front line staff;
2. Moving government to a shared services culture - in the front office, in the back office, in information and in infrastructure - and releasing efficiencies by standardisation, simplification and sharing;
3. Broadening and deepening of government's professionalism in terms of the planning, delivery, management, skills and governance of IT enabled change.

The eGU also continues to manage the central building blocks to electronic service delivery. Directgov<sup>8</sup> is the Government's flagship web presence for delivering government services electronically to the citizen<sup>9</sup>. The Government Gateway<sup>10</sup> provides a secure channel for government transactions with citizens and businesses<sup>11</sup>.

## **2a. Government Chief Information Officer**

John Suffolk was appointed as the new Chief Information Officer (CIO) in mid-2006 and leads the work of the CIO Council in delivering the Government's strategy for the transformation of public services, enabled by technology. In this role, John Suffolk provides leadership to the IT Profession across the wider public sector, enables public service transformation through the strategic deployment of technology, drives the development of shared services and acts as the 'face' of UK Government IT both home and abroad.

## **2b. CIO Council**

The CIO Council<sup>12</sup> was created at the end of 2004 to own and drive forward a Government-wide agenda to support the transformation of Government and to build capability and capacity in IT-enabled business change. It was commissioned by the Prime Minister last year to produce the Transformational Government strategy, which was published in November 2005 and followed up with an implementation plan in March 2006. The next publication will be the first Annual Report on Transformational Government in November 2006.

The CIO Council continues to meet on a quarterly basis and recently has been focusing on delivery of agreed actions in the Implementation Plan and scope of the first and future Annual Reports.

## **2c. Delivery Council**

The Delivery Council takes over the role of the Service Transformation Board and now sits alongside the CIO Council. The Delivery Council had its first meeting in mid-2006.

One of the constant collective challenges as public service leaders is to find ways in which public service organisations can achieve greater collaboration and working

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<sup>8</sup> See [www.direct.gov.uk](http://www.direct.gov.uk)

<sup>9</sup> Directgov use, see [www.direct.gov.uk/SiteInformationArticles/fs/en?CONTENT\\_ID=10036216&chk=0w/VKy](http://www.direct.gov.uk/SiteInformationArticles/fs/en?CONTENT_ID=10036216&chk=0w/VKy)

<sup>10</sup> See [www.gateway.gov.uk](http://www.gateway.gov.uk)

<sup>11</sup> The Gateway's monthly report and more, see <http://www.cabinetoffice.gov.uk/e-government/responsibilities/edt-documentlibrary.asp>

<sup>12</sup> See [www.cio.gov.uk/about\\_the\\_council/index.asp](http://www.cio.gov.uk/about_the_council/index.asp)

across boundaries whilst retaining clear accountabilities for results. The Delivery Council plays a key role in meeting this challenge and supports the Government's approach to delivering better, more efficient, public services, without blurring accountability for delivering specific business operations.

Jointly chaired by the Head of the Prime Minister's Delivery Unit<sup>13</sup> and the Head of the Operational Delivery profession and linked to the Cabinet Secretary's Civil Service Steering Group<sup>14</sup>, the Council brings together senior executives from the service delivery arms of government. Members function as a self-empowered team, contributing to the development of common agendas on delivery issues.

The Delivery Council is still in its infancy and it is envisaged that further details on objectives and aims will be available by mid-September.

## **2d. Chief Technology Officers (CTO) Council**

Following the successful format of the CIO Council, the CTO Council has been formed to bring together CTOs from across the public sector to create the principal intergovernmental forum tasked with improving government practices related to the design, development, modernisation, use, sharing, and performance of IT resources.

The CTO Council is the cross-government body responsible for supporting 'joining-up' at a technological level. Formed at the recommendation of a number of CIOs - the CTO Council effectively works as the agents of the CIOs.

The strength of the group comes from tasking members to operate in a 'collegiate' manner based on the notion of working for government and not purely for their home organisation. Their common interest is the effective and efficient use of technology to transform the business of government by promoting:

- Joined up government
- Using technology to promote business change
- Improving the performance of government IT resources
- Standardised solutions to common problems using technology

One of the driving forces behind the desire to establish the CTO Council was the ability to promote Government IT as an 'Intelligent Customer' – by pooling knowledge and experience, ideas and solutions that can be shared for the benefit of all.

The first full meeting of the council took place in early December 2005 and it has agreed a pattern of meeting six times a year. The first priority of the Council is to agree and publish a standard Enterprise Architecture reference model by November 2006. This model will enable:

- The identification of areas of duplication across Government
- Prioritisation of future common infrastructure developments
- The agreement of interface standards to enable easier, quicker, cheaper interworking between agencies
- Greater competition in the supply of IT services and products, including the introduction of new, innovative components for particular, standard architectural elements

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<sup>13</sup> See [www.cabinetoffice.gov.uk/pmd](http://www.cabinetoffice.gov.uk/pmd)

<sup>14</sup> See [www.civilservice.gov.uk/reform/governance/index.asp](http://www.civilservice.gov.uk/reform/governance/index.asp)

### 3. Policy Areas – The Three Workstreams

*“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.”<sup>15</sup>*

The 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.

#### 3a. Service Transformation

##### *Background*

This workstream supports the Chief Information Officer (CIO) Council and the Delivery Council to stimulate and assist departments, agencies and local authorities in the design and delivery of high quality, customer-focused public services that are efficient and continually improving.

##### *Aims and Objectives*

Service Transformation provides advice and guidance to help the public sector service providers to better understand and tackle the service transformation challenges they face. The workstream's intention is to clear barriers to effective service transformation and broker relationships to create a vibrant service delivery community across government and with the private and voluntary sectors.

Service Transformation is divided into several areas:

- IT Strategy and Policy
- Identification and Authentication
- Data Sharing
- Standards and Technical Policies
- Working with Local Government
- Working with Suppliers
- Directgov

##### *Progress to date*

In November 2005, the Transformational Government strategy was published. Work is now underway to implement the strategy – a detailed Implementation Plan<sup>16</sup> has already been published and describes the actions being taken for each of the workstreams identified in the strategy in alignment with the Comprehensive Spending Review.

Development and use of Directgov has continued to grow. During the year, franchise development has continued with the addition of several new franchises including:

- Crime, Justice and the Law (Home Office)
- Jobseeker (Department of Work and Pensions)
- Employer (Department of Trade and Industry)

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<sup>15</sup> Transformational Government, Enabled by Technology (Nov 2005)

<sup>16</sup> See [www.cio.gov.uk/transformational\\_government/implplan/index.asp](http://www.cio.gov.uk/transformational_government/implplan/index.asp)

Five major government advertising campaigns have been supported including:

- EMA (Education Maintenance Allowance)
- Mental Health (Department of Work and Pensions)
- Vehicle registration and Electronic Vehicle licensing
- Student Finance

Usage now regularly reaches 2 million visits a month. The project has also won two awards including winner of “Best Central Government Website” from the Good Communications awards and “Central Government Excellence for Citizen centric services” at the National eGovernment Awards.

### **3b. Shared Services**

#### *Background*

Shared corporate services was originally identified as a mechanism for modernising corporate services within the Government’s Efficiency Programme<sup>17</sup>. Shared services is now a key theme of the Transformational Government Strategy; bringing together services to improve delivery and release resources to the front line through separating the transactional operations of a business or function into a self-contained unit which is reorganised to deliver more effective service at lower cost.

#### *Aims and Objectives*

The Shared Services programme<sup>18</sup> is designed to realise benefits in:

- Efficiency: Reductions in headcount and financial spend
- Effectiveness: Improved management information, transparency and visibility of departmental resource allocation
- Employee Experience: Making corporate services more professional and making the civil service a better place to transact business for all staff.

The Shared Services Team is currently working in several areas. The demand and governance work stream are working with a number of sectors across the Civil Service to aid them in the implementation of shared services, working with suppliers to develop a government-centric market and providing support to shared services practitioners in the form of discussion groups, regular written updates and online assistance.

The Shared Services Team has been actively engaging with the public and private sector to develop a co-ordinated approach to shared service implementation. eGU is interested in moving the market towards common standards and functions. It is working with a variety of Government Sectors, to establish a detailed view of how they can use shared services to maximum effect.

#### *Progress to date*

Shared Corporate Services in operation has successfully achieved:

- Transport for London HR Shared Service Centre has seen savings of 30% on its HR spend in the first year of operation
- National Health Service Shared Finance Business Service has produced Finance savings of an average of 34% for 108 Health Trusts with a further 60 due to sign up to the service by March 2007

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<sup>17</sup> See [www.ogc.gov.uk/index.asp?id=1002324](http://www.ogc.gov.uk/index.asp?id=1002324)

<sup>18</sup> See [www.cio.gov.uk/shared\\_services/index.asp](http://www.cio.gov.uk/shared_services/index.asp)

- The Ministry of Defence's People Pay and Pensions agency has produced a 40% cost reduction
- HM Prison Service Shared Service centre currently offering Finance and Procurement services with HR to follow in October 2006

### **3c. IT Professionalism**

#### *Background*

The IT Profession Directorate continues to develop the government-wide IT Profession. Under the leadership of the CIO Council, it has made good progress in creating a joined up, government-wide IT Profession which provides IT professionals with a career of mutual benefit to the individual and the Government.

#### *Progress to date*

July 2005 saw the launch of the Government IT Profession. This ongoing initiative is contributing to the wider Professional Skills for Government programme, by developing competency and skills frameworks to support the career development of public sector IT professionals at all levels. The IT profession team has also been creating a community for public sector IT professionals using a communications programme including road-shows, a website giving news, information and guidance and bulletins<sup>19</sup> sent to over 500 registered professionals.

The Competency and Skills Frameworks, based on the industry standard Skills Framework for the Information Age (SFIA), have been integrated into the professional expertise component of the Professional Skills for Government framework for IT professionals. These frameworks will not only support individual and organisational skills assessment, but also the annual performance management cycle for IT professionals.

Over the next period, a key area of focus will be supporting the implementation of the Professional Skills for Government programme which support IT professionals.

The first two pilot workshops under the banner of the IT Academy and will continue to work with members of the CIO Council to develop the strategy for the IT Academy.

Further information on the activities of the IT Profession can be found on the CIO website<sup>20</sup>.

### **4. Policy Areas – Strategic Direction 2007-2011**

Between 2007 and 2011 the priority for technology investment and business change must be transforming delivery into public services centred around 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. Further details can be found in the Implementation Timetable for Change<sup>21</sup>.

Further updates of the work of the eGovernment Unit will be available in the Annual Report which is due to be published in November 2006.

<sup>19</sup> See [www.cio.gov.uk/itprofession/online\\_bulletins/index.asp](http://www.cio.gov.uk/itprofession/online_bulletins/index.asp)

<sup>20</sup> See [www.cio.gov.uk/itprofession](http://www.cio.gov.uk/itprofession)

<sup>21</sup> See [www.cio.gov.uk/documents/pdf/transgov/HMGovPosterFront\\_Draft3.pdf](http://www.cio.gov.uk/documents/pdf/transgov/HMGovPosterFront_Draft3.pdf)