

**Transformational Government: Work Strand Updates from Implementation Plan
Outputs and Outcomes in 2006 and Forward Look for 2007 (Progress to Q2 2007 in bold)**

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Work strand: Service Design**Objectives:**

- Government to engage systematically with customers in service design
- Customer Group Directors to lead service transformation for particular groups
- Create a Service Transformation Board to set overarching service standards
- Develop modern channels and actively manage channel shift

Outcomes made last year

Transformational Government (para 53(5)) said that during 2006 we would use “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”:

- The Varney Service Transformation Review (the "Varney Review") was published, and welcomed in the PBR
- Departments were commissioned to set out their Service Transformation plans in the next phase of the CSR
- Role of the Head of the Civil Service and of the Delivery Council in leading Service Transformation was accepted in the PBR
- The decision was made to close 551 websites

Outputs made last year

- Customer Insight Forum was established to lead the "Systematic Engagement" work, bringing together heads of Customer Insight from Health, Education, Justice, DWP, Local Gov, HMRC, Transport.
- “Engage” professional and communication and market framework was launched.
- Project to define the role of the Customer Group Director for Older People completed.
- Service Transformation Board formally re-constituted as “Delivery Council”: working method (similar to CIO Council) and terms of reference approved by Permanent Secretaries.
- First round of Departmental Web Site rationalisation reviews completed.
- Guidance on discrimination; service design; channel shift, channel management and use of mobile published.
- Approach to overall channel architecture agreed by PSX(E) and embedded in Varney Review. Principles, supported by implementation methodologies, tools and exemplars agreed and published.
- Final Varney Review produced reflecting Transformational Government themes.
- First induction of Customer Centred Service Delivery module for Advanced Leadership Programme.

Outcomes and outputs for this calendar year (Jan 2007 – Dec 2007) (Completed in bold)

- **The Cabinet Secretary, the Civil Service Steering Board and the Delivery Council have confirmed roles in leading and managing the Service Transformation Programme recommended in Sir David Varney's report**
- **Projects on change of circumstance, free school meals, front line engagement, becoming a carer and leisure services for older people**
- **Customer Insight Forum reformed under external chairmanship to take forward "Systematic Engagement" work as reinforced in the Varney Review,**
- Service Transformation Delivery Plan/Varney Review Implementation Plan
- Customer Insight Forum workplan
- Second round of Departmental Web Site rationalisation reviews completed.
- Implementation timetable for website convergence to Directgov and Businesslink.
- Development of facility to guide users to service transformation material and assist in innovation

Work strand: Shared Services (incorporating Customer Service Centres, HR/Finance/Other corporate services and Sharing Culture)
Objectives:

- Improve service delivery and efficiency by looking at how channels can be made more efficient and responsive to the needs of citizens and businesses and further improvements can be made in call centres and local office networks.
- Work with peak departments to develop nine sector plans for the implementation of shared services across the public sector.
- Support Sir David Varney in identifying incentives and removing the cultural barriers to increased joint working and greater use of shared services, including:
 - Revising guidance on headcount caps.
 - Analysis of VAT issues in relation to the use of shared services by non-departmental public bodies.
 - Clarification of EU procurement rules issues.
 - Consideration of issue of funding for cross-government projects.
- Support a study to establish a core set of agreed performance standards for efficiency and effectiveness for corporate services across government.
- With the Office of Government Commerce, develop and launch procurement principles and a procurement strategy in support of shared services.
- Collate information on projects in the Finance and Human Resources area within the Shared Services programme.

Outcomes made last year

- Increased awareness and acceptance of opportunities for service improvements through the transformation of call centres and customer access channels, notably through David Varney updating Treasury ministers as part of ongoing development of the November report
- Initial draft of Contact Centre Solution prepared
- Contact Centre Recommendations and analysis published as part of Sir David Varney's report to the Chancellor on Service transformation

Sharing Corporate Services

- Shared services is progressively becoming embedded into mainstream departmental business through for example, CSR07 planning and submissions and Capability Review processes
- High profile for sharing agenda has been achieved and maintained.
- Wide acceptance of shared services benefits and recognition of appropriate role for private sector in shared services solutions (e.g. joint ventures)
- Implementation of sharing culture made easier (e.g. removal of headcount caps and identification of key funding and vehicle issues)
- Cabinet Office running Project Isaac (ICT Acquisition and Change) to provide opportunity for shared IT services

Outputs made last year
Contact Centres

- Phase 1 of review of Government contact centres landscape completed for David Varney (including departmental interviews, landscape assessment, benchmark analysis, expert industry input, case study review and analysis, and testing concepts with departments)

- Completed feedback of initial findings with departments
- Further collection of contact centre data from departments
- 'Solutioning' sessions held with COI, Home Office (SNEN 101) and DirectGov

Sharing Corporate Services

- Sector plans published (January 2007)
- Business Case detailing more than £200M of net benefits foregone due to VAT disincentive (in various NDPBs and Education sector) has been prepared and agreed with HM Treasury
- Cabinet Office worked with National Audit Office/Audit Commission study to establish a core set of agreed performance standards for efficiency and effectiveness for corporate services across all branches of government.
- Blocker of Headcount Caps preventing sharing of services has been removed and the guidance on headcount caps has been revised by HM Treasury to show that organisations can take on work on behalf of others without being penalised elsewhere on headcount restrictions.
- Options and issues concerning funding of cross-government projects presented to PSX(E).
- Clarification of EU Public Procurement rules has been written, agreed with OGC and selected individual departments and is now publicly available

Outcomes and outputs for this calendar year (Jan 2007 – Dec 2007)

- **Customer Contact and access work – outcomes and outputs to be determined**
- **Provide specific support to identified sectors (Education, Home Office and Central Government) to enable shared service sector plans to become reality**
- Finalise barriers and incentives work
- Continue to facilitate cross sector networks across all nine sectors and maintain knowledge base and communication mechanisms
- Embed shared services into mainstream way of undertaking of Government business (e.g. incorporation into OGC planning, approval and monitoring processes)

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| Work strand: Common Infrastructure (CI) |
| Objectives: <ul style="list-style-type: none"> • Common Infrastructure, whereas government services converge around the citizen and organisations adopt commercial off-the-shelf technology solutions, the ability to share items of common infrastructure increases. A common approach to technology and data sharing will enable joined-up solutions, leverage investments and shorten the implementation timeframe of new initiatives. • The CIO Council have now brought together key CI stakeholders into a new forum which encompasses the existing CI Board and the CTO Council's CI Team. This enhanced forum will be tasked with overseeing the next stage in the CI Roadmap. Reporting to the CTO council, it will develop and promote a comprehensive CI framework aimed at underpinning shared services, data sharing and transformational government. |
| Outcomes made last year <ul style="list-style-type: none"> • A Shared Asset study has been concluded • A CI Roadmap Study has been concluded and is due to report back to CTO/CIO Councils • The Government Connect Programme has agreed to use Government Gateway Transaction Engine • The Government Connect Programme has agreed to use Government Gateway ID&V Engine • A Programme has commenced to merge Government Secure Intranet (GSi) and the Managed Telephony Service (Mts) into a single service to provide the basis on which telecoms-based services may be consolidated and standardised across the public sector • The cutover to the new COTS Content Management System for Directgov and DfES is due to take place mid January, with Department of Health to follow. DotP to be decommissioned in February 2007. • DirectGov and EDT have started the development of the Common user interface for Government. This will utilise the developed functionality within the BusinessLink offerings • Input into 'Citizen Account' joint venture initiatives (sponsored by IPS) to make access to services and propose use of identity data easier, and to make fraudulent use of identity, illegal working and illegal immigration harder. This is using the Government Gateway as a single access point to multiple government services using secure identity verification. |
| Outputs made last year <ul style="list-style-type: none"> • The CI Board set up a 'delivery group' to complete a review to summarise the characteristics, barriers and opportunity that CI represents and proposed areas for further consideration across government (6 workshops completed) • Ongoing relationship with French, Danish and Dutch Government officials to exchange best practice learning • CI Delivery Group has now produced a finalised report which has been agreed by the CI Board to be issued to the CIO/CTO Council members |

- A review of the existing governance model completed as part of the wider review of boards that support the CIO Council has been completed, and the CI Board will subsequently merge with the CTO Infrastructure Group (date to be agreed)
- Successful transition of the Government Gateway to new infrastructure/data centre and managed service provider in November 2006

Outcomes and outputs for this calendar year (Jan 2007 – Dec 2007)

Key elements of the CI developed Roadmap confirmed

Develop a work programme to include:

- CI Inventory
- Major CI Work Streams
 - **Data Centre vision**
 - **Network vision**
 - **Desktop Infrastructure vision**
 - **Employee Authentication and Authorisation vision**
- Creation of CI community and Knowledge Base

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| <p>Work strand: Data Sharing</p> <p>Objectives:</p> <ul style="list-style-type: none"> • A statement of the Government’s position on data sharing • A data sharing strategy • New guidance for staff setting out clearly what the rules are and where they must exercise their discretion • Review of the penalties for wilful misuse or illegal sharing of data |
| <p>Outcomes made last year</p> <ul style="list-style-type: none"> • Approval and publication of vision that “information will be shared to expand opportunities for the most disadvantaged, fight crime and provide better public services for citizens and business, and in other instances where it is in the public interest”. <p>Outputs made last year</p> <ul style="list-style-type: none"> • Consultation on s.55 of DPA – custodial sentences for abuse of data – concluded. |
| <p>Outcomes and outputs for this calendar year (Jan 2007 – Dec 2007)</p> <ul style="list-style-type: none"> • S55 of DPA: DCA response and decision to proceed published March 2007 • Publication of a fuller data sharing strategy • Publication of detailed guidance for data owners and sharers |

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| Work strand: Information Management |
| Objectives: <ul style="list-style-type: none"> - Interoperability between Secure email system to support multi-agency working - Strategy for Information Management, including next generation EDRM and Digital Preservation - Easier authorised information sharing via GSI - Make existing collaborative tool available for wider re-use. |
| Outcomes made last year <ul style="list-style-type: none"> • Wider awareness of the Digital Preservation issue through “Mind The Gap” report • Strategic approach for shared service digital archive agreed • Knowledge Council established • Raised awareness of future plans in DRO community |
| Outputs made last year <ul style="list-style-type: none"> • eRoom based service opened to CTO Council and working groups. • Information and Knowledge Management framework approved by CIO Council |
| Outcomes and outputs for this calendar year (Jan 2007 – Dec 2007) <ul style="list-style-type: none"> • First meetings of Knowledge Management Council • Next generation EDRM - market appraisal report and lessons learned from current implementations in government report. • Information and Knowledge Management Strategy developed by Knowledge Council • Rollout begins of Government Connect secure network, secure email and secure data sharing tools across local authorities - Local Authorities connections due to take place from July onwards this year |

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| <p>Work strand: Information Assurance</p> <p>Objectives:</p> <ul style="list-style-type: none"> • Information risks managed as business risks at board level across Government; • Compliance regime in place based upon adherence to common standards • IA embedded in modern ICT architecture and all good and services • IA awareness and better practice across public sector and greater confidence in public service for citizens. |
| <p>Outcomes made last year</p> <ul style="list-style-type: none"> • National Internet Security week sponsored by Get Safe Online, Oct 07 • IA06 established higher profile for IA in Jun 06 • IATP engaged with CTO Council |
| <p>Outputs made last year</p> <ul style="list-style-type: none"> • First IA workshop with Non Executive Directors (NEDs) across Government in Oct 06. |
| <p>Outcomes and outputs for this calendar year (Jan 2007 – Dec 2007)</p> <ul style="list-style-type: none"> • IA Strategy published at IA07, Jun 07 • Quick wins to support implementation of the IA Strategy have been identified and planned. Key activities are: <ul style="list-style-type: none"> • Information risk management at board level • Effective compliance regime for Government • Deployment of the new assurance model. • IA07 conference takes implications of IA Strategy further and examines further development of activities in support across wider public sector and CNI. • Third workshop on IA conducted with NEDs network; wide consultation across public sector and CNI to develop delivery plans in support of IA Strategy • Relationship with industry matures through Crypto Developers Forum and IA Collaboration Group. Both are playing a very active part in development of delivery aspects of IA Strategy. IACG having impact on commercial strategy to increase CESG capacity. • IATP stakeholders are collaborating on joint trials of high speed, high grade cryptos, which should be available this year. • Internet Security now accepted as part of Key Stage 3 of the National Curriculum. |

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| Work strand: Identity Management |
| Objectives: 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 citizens and stakeholders. |
| Outcomes last year <ul style="list-style-type: none">• Establishment of identity management governance structure across Government• Responsibility for policy and strategy development vested in the Identity and Passport Service under a Director General of Identity Management• Appointment of Chair of Chancellor's Public Private Forum on Identity (Sir James Crosby) |
| Outputs made last year <ul style="list-style-type: none">• OGC report on biometric identity market• Contribution to the Varney report• Strategic Action Plans on National Identity Scheme and on UK Borders Action Plan published (19 December 2006) |
| Outcomes and outputs for this calendar year (Jan 2007 – Dec 2007) <ul style="list-style-type: none">• Report from Sir James Crosby's Public Private Forum on Identity• Address barriers to sharing identity data (Varney Rec 16)• Identity management work to enable Tell Us Once project (Varney Rec 10)• Procurement and development work as noted in the Action Plans |

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| <p>Work strand: Technical Standards and Architecture</p> <p>Objectives:</p> <ul style="list-style-type: none"> • Publish a standard Enterprise Architecture reference model • Address the technical barriers and costs to data sharing by agreeing a standard technical architecture. • Develop a consolidated IP-based network architecture for government, including GSI and Voice Over IP. • Agree a three-year programme of standards and technology development across government. • Develop a UK Geographic Information Strategy |
| <p>Outcomes made last year</p> <p>* Agreement on Enterprise Architecture approach agreed:</p> <ul style="list-style-type: none"> ○ A high-level framework comprising a service reference model ○ A process to populate the framework that includes a Service Specification Methodology ○ The need for all departments to resource populating the agreed model and the need for some departments to directly support the CTO Council's Enterprise Architecture activities to take the model forward. ○ To focus initially on developing a common approach to infrastructure/network through the CTO Council Infrastructure Team ○ Resourcing of core EA function achieved: DfES, DWP, Home Office, HMRC, IBM and the National Computing Centre have contributed. Other companies also providing resource. <p>* State of existing EA activity in the central departments captured and baselined.</p> <p>* Enterprise Architecture framework and approach communicated to government and industry</p> |
| <p>Outputs made last year</p> <ul style="list-style-type: none"> • Infrastructure Team work plan and initial set of existing departmental Enterprise Architectures mapped on to the xGEA Service Reference Model using the chosen repository. • 'Enterprise Architecture for UK Government, An overview of the process and deliverables for Release 1' published on the CIO web site on 31 October 2006. • EA direction shared with industry through Intellect Government Group • The Infrastructure Team published the 'Cross Government Networking Vision' (including the services required from a consolidated IP network). • The CTO Progress Report (including a statement of future work) published. • xGEA function skills profile available in CTO e-Room. • UK Geographic Information Strategy: Workshops with stakeholders on emerging findings • Interim conclusions on email interworking collated and presented to CTO Council • Transitioned CTO e-room and associated knowledge base from Syntaxis to HMRC platform |

Outcomes and outputs for this calendar year (Jan 2007 – Dec 2007)

- **Authorized users have access to a common repository for service definitions, profiles of standards stacks for service provision, and patterns for service implementation.**
- **Architecture Review Board formed to guide the development of the xGEA, designate exemplars, and ensure existing capability is considered for reuse**
- Service description templates to be finalized and published in the CTO e-Room.
- Position existing common infrastructure such as the Government Gateway, CJS Exchange, Government Connect, DirectGov and the DWP CIS within the xGEA, following IT Assets decisions.
- Location/Geographic Information Strategy to Ministers
- Develop and approve a fuller catalogue of exemplar (“Champion”) solutions consistent with the Enterprise Architecture, and thereby promote sharing, reuse and more predictable delivery.
- Full population of Enterprise Architecture repository with service definitions, profiles of standards stacks for service provision and patterns for service implementation to promote interoperability when procuring new business solutions.
- Patterns for thin clients, virtualisation, and dynamic service provision developed and published.
- Implementation of improvements to email provision across central departments

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| <p>Work strand: Reliable Project Delivery (includes former Reliable Project Delivery and Portfolio Management Work Strands)</p> <p>Objectives:</p> <p>Overarching Objective: Government successfully delivers the strategic “portfolio” of manifesto commitments and the programmes delivering the greatest value and social outcome improvements</p> <ol style="list-style-type: none"> 1. Portfolio management techniques used to manage the strategic pan-government portfolio 2. Departments use a common approach to consistently select and successfully deliver the “Right Projects” and challenge and stop the “Wrong Projects” 3. All departments have robust control and governance measures in place to ensure the departments are consistently “doing Projects the Right way” and achieving consistently successful delivery of their projects. 4. OGC Gateway™ and other current best practice techniques and those developed via Objectives 1. and 2. provide a complementary set of measures. 5. Joint OGC/DTG Mission Critical Project engagement and reporting reflects CIO input |
| <p>Outcomes/Outputs made last year</p> <ul style="list-style-type: none"> • CIO input to Departmental RAG assessments continued • Working with OGC established the Executive Support Service to provide non-exec board members, SRO mentors and Programme Delivery Directors • (with OGC) selected pool of 30 ESS non-exec board members and deployed three • NAO Successful Projects report produced with CIO input • Working group (CJIT, HMRC, DWP) set up to lead on departmental PM model development • First cut target “common approaches” to departmental portfolio management and control and governance developed • First cut target pan-government portfolio management requirements developed • View of portfolios reflected in 2006 Annual Report as agreed • Common approach to departmental Portfolio Management and Control and Governance agreed in principle by CIO Council members and actions in place to address comments • Pan-Government Portfolio view v1.0 developed • Active Portfolio Management started with departmental pilot(s) and across departments (as per agreed approach) |
| <p>Outcomes and outputs for this calendar year (Jan 2007 – Dec 2007)</p> |

- **Pan-Government decisions being made using Portfolio Management**
- **Pan-Government Portfolio Management requirements for FY2007/2008 defined and implemented including Annual Report 2007 requirements**
- All CIO Council departments using Portfolio Management and Control and Governance
- Q2 and Q3 Pan-Government Portfolio Reports

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| <p>Work strand: IT Profession</p> <p>Objectives:</p> <ol style="list-style-type: none"> (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 providing 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) Support the development of IT awareness and IT-enabled business change management skills across the wider Professional Skills for Government (PSG) agenda |
| <p>Outcomes made last year</p> <ul style="list-style-type: none"> • Competency and skills frameworks used as the basis for recruiting, performance management and skills assessment in over 40% of Central Government departments • Over 7000 public sector IT professionals have ‘registered an interest’ or became members of the Government IT Profession • IT Profession activity initiated in over 75% of Central Government departments • Technology in Business Fast Stream (TiBFS) application process completed; over 340 applications received, of which 50 to date have passed the first stage of tests (on target for 5 successful Fast Streamers) • More than 5 departments ready to take a Fast Streamer with a CIO or National Competency Lead mentor • Cadre of CIO/National Competency Lead assessors established for TiBFS Final Selection Board assessment • Implementation approach agreed in draft with local authority steering group • Health sector steering group established and first meeting arranged • All 7 UK-wide competency leads appointed and briefed • Working with e-Skills UK/ProfIT Alliance to shape future industry-wide qualifications framework aligned with government IT frameworks |
| <p>Outputs made last year</p> <ul style="list-style-type: none"> • Road-shows held across the UK to engage directly with individuals • IT Profession e-Bulletin issued every six weeks to all individuals who have registered an interest in the IT Profession |

- Agreed definitions and way of working with PPM and Procurement professions with OGC
- Established 'IT skills' CIO Working Group; agreed Terms of Reference and approach with Chair; outline skills blueprint for non-IT professionals developed and under consultation
- Further seminars and one-to-one sessions held for Central Government HR Directors to discuss frameworks and supporting processes
- CIO Council Performance and Reward Working Group membership revised and Terms of Reference agreed with Chair
- IT Academy full Strategy developed and presented to CIO Working Group for discussion and endorsement
- Comprehensive new section of the web site enabling on-line applications to Technology in Business Fast Stream delivered
- Talent management baseline under development

Outcomes and outputs for this calendar year (Jan 2007 – Dec 2007)

Outcomes

- **Active competency-based networks for all communities established through UK-wide competency leads**
- **Talent Management baseline used to proactively support CIO and other senior recruitments and to identify individuals for TMP and other development schemes**
- **Roll-out of IT Profession across the wider public sector underway**
- **First 6 graduates recruited into the Technology in Business Fast Stream**
- All Central Government departments using the Government IT Profession competency and skills frameworks to support recruitment, performance management and skills assessment of IT professionals as part of PSG
- IT-Enabled Policy Delivery workshop transitioned to steady-state and being offered on a regular basis

Outputs

- **Continue to play a lead role in working with the ProfIT Alliance to develop a qualifications framework to support our competency and skills frameworks**
- **Blueprint for the IT skills required by non-IT professionals across government agreed by CIO Working Group, action plan developed and endorsed, Quick Wins under development**
- **Implementation plan developed to support Government IT Academy strategy**
- Steering group established and implementation approach developed for remaining sector (education)

Work strand: Supplier Management**Objectives:**

To be a world-class enterprise IT customer

- IT supply a low risk to projects
- Consistently best of breed in comparative benchmarks
- A model for other purchasers world-wide
- A 'tough but fair' customer who suppliers respect
- A client of choice for supplier staff working with us
- Confidence of Parliament and commentators

Outcomes made last year

- CEO/MD supplier engagement (through Strategic Supply Board)
- Strategic Supply Board aspirational goals agreed
- Supplier commitment, including resources, to three improvement workstreams
- Strategic Supply Board agreement to programme of work to achieve aspirational goals
- Communication of targets to wider government and industry
- OGC agreement to provide Programme Director and Programme Office for SSB programme
- Intellect agreement to engage with SMB/CIO Council on Public Sector Council programme of work

Outputs made last year

- Second "Supply and Demand" capacity assessment completed
- First full round of Common Assessment Frameworks successfully completed
- 14 Supplier forums held
- Software supplier forum approach and initial list of suppliers agreed with SMB, CTO Council and OGC
- Contact made with OGC Professional Services Team and Management Consultancy Association on client-side consultancy
- Standard contract clauses programme announced (OGC, 8 September)
- Substantial inputs to Intellect/OGC SRO/SRIE dinner and to Intellect conference

Outcomes and outputs for this calendar year (Jan 2007 – Dec 2007)

- Firm Departmental work plans to take forward SSB objectives
- Delivery of refreshed standard ICT contract Terms and Conditions
- Third ICT Capacity study
- Third and fourth round of supplier forums

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| <p>Work strand: Innovation</p> <p>Objectives:</p> <p>Build innovation into the competency frameworks for all civil servants</p> <p>Develop a framework for encouraging innovation across government and identify priority areas for development</p> <p>Develop a business model and supporting tools for the innovation process</p> <p>Establish an online space to share research, ideas and information</p> |
| <p>Outcomes made last year</p> <ul style="list-style-type: none"> • Agreement by Intellect Government Group to produce IT industry proposals/approach to innovation • Agreement by Information Age Partnership to share their insight on the positioning, process and culture needed for successful innovation to happen on a routine basis, and to provide a flow of new ideas of potential value to government that we might feed into the early stage of the public sector's innovation 'funnel' • Constructive response to the NAO report • Innovation theme to Intellect/OGC SRO/SRIE dinner |
| <p>Outputs made last year</p> <ul style="list-style-type: none"> • Contributed to NAO report on Innovation in Central Government • Intellect report on Innovation published • Engagement with the Information Age Partnership begun (November workshop, discussion at IAP Executive meeting) • Dialogue on competency frameworks for civil servants begun with Cabinet Office • Innovation Workshop held to discuss how to encourage innovation across government and to identify actions |
| <p>Outcomes and outputs for this calendar year (Jan 2007 – Dec 2007)</p> <ul style="list-style-type: none"> • Intellect agreed to provide input into Idea Portal concept • Innovation presentation to Information Age Partnership Executive • Developing a framework for encouraging innovation across government and identifying priority areas for development • Build on/share service transformation innovation/pilot knowledge base • Open CTO Council e-Room for innovation knowledge-sharing • Further develop and communicate the new approach to public sector innovation (with supporting material) |