

**Transformational Government: Workstrand Updates
Outputs and outcomes in 2007 and Forward Look for 2008**

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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 in 2007

- Priorities for cross government service transformation identified and assigned to departmental owners
- Key Service Transformation projects identified and being taken forward
- Work streams aimed at tackling cross government barriers to service transformation and initiating and spreading best practice are being taken forward with monthly reporting to CSSB
- Delivery Council membership amended (for example to include National School of Government and OGC)
- Local Government Delivery Council developing supplementary STA measure on face to face services
- Central government web sites agreed for closure with agreed timetables for each site's migration to Businesslink and Directgov by 2011.
- Trial run of Performance Management Framework (PMF) data gathering (including avoidable contact stats)
- Establishment of DA(PED) committee to consider service transformation and the delivery of public services across all PSAs
- Sir David Varney appointed as advisor to the PM on service transformation and Chairman of Delivery Council
- Establishment of Local Government Delivery Council
- Departmental customer insight functions which meet agreed principles in place/being established
- John Mayhead appointed as Chairman of the Customer Insight Forum
- Establishment of Business Customer Insight Forum
- Success measures for Service Transformation PSA agreed
- Cabinet Secretary/Civil Service Steering Board has accepted leadership of Service Transformation
- Mobilisation of projects on free school meals, front line engagement, becoming a carer

Outputs made in 2007

- Publication of Comprehensive Spending Review incorporating Service Transformation Agreement and summaries of Departmental service transformation plans
- Tracking of delivery of service transformation integrated within normal performance management framework and Minister for the Cabinet Office and CST work together to hold departments to account
- Local Government Indicator on Avoidable Contact
- Regular CSSB meetings to discuss service transformation
- Publication of Blueprint for Public Sector Contact Centres
- Publication of [Promoting Customer Satisfaction: Guidance on improving the customer experience in Public Services](#) and [How to measure customer satisfaction: A tool to improve the experience of customers](#)
- Customer insight study for Tell Us Once project is complete
- Free School Meals project proofs of concept and customer journey mapping in Tameside and Herts
- Contact Council collecting and analysing data for STA progress measure on avoidable contact
- MOJ leading on survey of public sector help lines
- First and second meetings of the Local Government Delivery Council
- Take-up campaign planned for Tameside Metropolitan Borough Council Free School Meals Autumn 07 pilot
- Contact Centre Performance Management Framework published and applied across government
- Report from collaborative research project on information needs when making complex choices
- Terms of reference and operating model for strengthened Customer Insight Forum published
- Change of Circumstance Feasibility Study "Tell Us Once" (DWP leading)
- First meeting of Customer Contact Council (as recommended in Varney Review)

Outcomes and outputs for calendar year Jan 2008 – Dec 2008

Outcomes

- Departmental ST Delivery Agreements to be developed into Delivery Plans
- Common data observatory with single set of numbers to track progress of service transformation across the board
- Single Access Number project to be mobilised
- Work with MOJ on Free School Meals data sharing issues (ownership and governance to be agreed with Delivery Council)
- Customer Group Directors for Business and for parents to be appointed
- Development of an inaugural international service transformation event in March 08
- Principles of service design and channel management further embedded in departmental process
- All relevant departments to have a permanent representative on the Customer Contact Council
- Results of Tell Us Once pilots

Outputs

- Guidance on Contact Centre Accreditation
- Contact Centre Performance Management Framework to be rolled out
- Cross Government Guidance on customer journey mapping
- Assessment of Government's capability to create and use Customer Insight
- Sir David Varney's Cabinet Report on Service Transformation
- Publication by the Customer Insight Forum of guidance on measuring customer satisfaction
- Stock take of departmental service design methodologies/insight capabilities
- External speaker series to showcase customer insight activity
- All relevant departments to report their contact centre accreditation timetable
- All relevant departments to make their first performance management framework submission
- Contact Centre accreditation timetables completed
- Website Rationalisation: conclusion of review of NDPB sites; resolution of remaining central government exceptions.
- Delivery of overall framework for government on the web based on PSX(E) approved websites.

Work strand: Shared Services (HR/Finance/Other Corporate Services)

Objectives:

- Improve efficiency, effectiveness and employee experience by ensuring that all Government Departments adopt shared corporate services
- Remove barriers to increased joint working and greater use of shared services, including:
- 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.
- Other consideration of incentives and barriers.
- With the Office of Government Commerce, develop procurement principles and guidance for shared services

Outcomes made in 2007

- Shared services is progressively becoming embedded into mainstream departmental business resulting in efficiency and effectiveness gains
- Clarity achieved on buying and selling in Central Government Sector (eg smaller depts to buy from HMRC or DWP).
- Recognised community of shared service SRO's, Project Managers and other practitioners established which has increased capability of HMG to successfully deliver shared corporate services has improved as a result of knowledge sharing and lessons learnt activity across the shared services programmes
- Procurement guidelines published including clarification of EU procurement rules
- Extensive knowledge base for sharing established (e.g. website toolkit) and programme delivery skills increased through special interest groups. Wide usage by Shared Services practitioners across the public sector for tools and sample documents. Has increased visibility of shared services implementation issues, and saved taxpayers money through sharing of materials and lessons learnt
- Business case completed for removal of VAT for NDPBs
- Work with HMRC to establish detailed models for selling shared corporate
- Established programme between DWP and CO for provision of HR and Finance shared services
- New Civil Service team of three FTEs established
- Work with departments to clarify internal supply options for Agencies/NDPBs
- Work with NAO to assist them with Corporate Shared Services in Central Government report
- Regular briefings held for key Shared Services practitioners within Government to exchange best practice and increase lessons learnt

Outputs made in 2007

- Report to CSSB on buyers and sellers in central government sector
- CSSB decision on HMRC and DWP as sellers to central government sector
- Cabinet Secretary letter to Departments in Central government sector asking them to clarify their decisions
- Collate series of case studies on shared services

- Pan-govt practitioner briefing events held every 6 weeks to further collaboration and experience sharing
- Procurement principles and a procurement strategy to be launched in conjunction with the OGC buying solutions team.
- At their request, support identified sectors in moving Shared Service Sector Plans into delivery
- Programme established for Cabinet Office to receive HR and Finance services from DWP
- Commission formal guidance for provider and customer organisations of shared corporate services
- Collate information on projects in Finance and HR area within the shared services programme to establish pan-govt landscape

Outcomes and outputs for calendar year Jan 2008 – Dec 2008

- Clarify position on sharing corporate services for Agencies and NDPBs
- Work with HMT to clarify position on cross government funding and removal of investment barriers
- Work with HMT to remove VAT barrier
- Establish Pan-Government Shared Services Board to identify issues and barriers to success
- Create high level corporate shared services benchmarking information
- Work with Corporate Functions Board to drive shared service Agenda and assist in removal of barriers
- Publish guidance for provider departments and organisations
- Publish guidance for customer department and organisations
- Publish fully revised Shared Services Toolkit
- Provide stakeholder briefing sessions for stakeholders every 6-8 weeks
- Provide bi-monthly newsletters for stakeholders
- Complete refresh of website to reflect current customer priorities

Work strand: Common Infrastructure (also known as Public Sector Infrastructure (PSI))

Objectives:

- To identify and create a PSI community of stakeholders, ranging from Government Departments and Agencies to Local Government and PSI suppliers
- To develop and deliver a PSI Roadmap
- To oversee the governance and activity of PSI bodies (GSI, Government Gateway, Government Connect, Directgov, Business Link etc)
- To develop an implementation strategy for delivering the Enterprise Architecture (XGEA) vision
- To develop a series of Online PSI Guidelines, and to develop a lifecycle framework to shape and test the usability of these materials
- To create and maintain an online accessible Directory of PSI
- To prepare 'PSI Strategic Opportunities' Reports
- To create and manage the process to gather new PSI requirements, and to ratify the instigation of new PSI projects where existing infrastructure does not meet new requirements

Outcomes and outputs made in 2007

- Cross Public Sector Infrastructure Board (formed through the merger of the CI Board and the CTOC Infrastructure Group) established
- The Government Connect Programme has agreed to:
 - Adopt Government Gateway Transaction Engine;
 - Adopt Government Gateway ID&V
 - Adopt Government Gateway CUI for GC Reg;
 - Invite Government Gateway to submit proposal for 'Security Manager' as part of Government Connects
- 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.
- DotP has been decommissioned following the successful cut over of to the new shared COTS Content Management System operated for Directgov .
- Directgov, Government Gateway and Business Link have completed a number of workshops to develop a strategic Common User Interface for Government.
- Further relationship meetings with French, Danish and Dutch Government, and now Pakistan and Iceland officials are planned to exchange best practice learning on transaction orchestration and Identity Management. This has positioned UK Government with other EU member states on the proposal for a proof of concept project for EU Identity Management.
- V2 of Government Gateway software released
- Criminal Justice Exchange (CJX) and Government Gateway are working collaboratively to understand opportunities for joint working

including reviewing the CJX Secure Mail product for use on the Government Gateway and as an exemplar for public sector organisations which have closed communities and a need to share data across private and public sector.

- Transaction orchestration capability scoped out to be delivered by Government Gateway for Business Link customers.
- The requirements for Transaction Orchestration to be informed by a prototype baselined on the bereavement process under the Tell Us Once programme.
- Machinery of Government change announcement of Directgov move from Cabinet Office to DWP.
- The creation of Architecture Review Board (ARB) to act as a clearing house for recommendations to the CTO Council.
- Major CI Work Streams
 - Data Centre vision is being drafted following the Data Centre Summit and the first meeting of the X Government Data Centre Working Group (XGDC). The first meeting brought together HMRC, DWP, Home Office, DEFRA (RPA), CSIA representatives who have an immediate interest in Data Centre rationalisation and provisioning.
 - Desktop Infrastructure vision has been produced for comment by the PSIT members
 - Employee Authentication and Authorisation vision will be informed by the ongoing work by GCEAS

Outcomes and Outputs to be made in calendar year Jan 2008 – Dec 2008

- Government Gateway and Government Connect to work up funding requirements for provision of Government Gateway services from 1 April 2008;
- A process developed for handling decisions for a department's strategic requirement for infrastructure can be fulfilled by more than one "Champion" Asset (this has been deferred from previous quarter)
- CJX and Government Gateway to finalise its statement on collaboration based on comparative strengths of the assets and business models.
- Supplier forums in place for common infrastructure discussions at PSIT and CTO Council;

Work strand: Data Sharing
Objectives: <ul style="list-style-type: none">• A statement of the Government's position on data sharing• A 3-5 year information action plan• New guidance for staff setting out clearly what the rules are and where they must exercise their discretion• Clearer exposition of policy on the use of statutory gateways• Informed public debate on both the benefits and the risks of data sharing with a communication programme• Departments to align plans for future data sharing with the Government's new policy• Government (and Information Commissioner's Office) to clarify its strategy for data sharing, and to see what more can be done to retain trust in services• Review of the penalties for wilful misuse or illegal sharing of data
Outcomes made in 2007 <ul style="list-style-type: none">• Service Transformation Agreement published on 9 October. MOJ committed to leading a 3-5 year cross-government programme to remove the barriers to data sharing.• On 25 October, the PM announced the independent Thomas/Walport review of the way personal information is used and protected in both the public and private sector.• On 21 November, the Delivery Council agreed that the MOJ and IPS should work on a joint programme for data sharing and identity management in particular to support Service Transformation projects like Tell Us Once, DirectGov and Free School Meals.• On 21 November, the HMRC missing discs triggered off the Poynter review of the incident and the Gus O'Donnell review of Departments' and agencies' storage and use of data.• The PM also announced that the Information Commissioner could conduct spot checks of data processes in Government departments on the basis that he would not be refused consent to carry out inspections.
Outputs made in 2007 <ul style="list-style-type: none">• Amendment to section 55 of DPA now at Commons Committee stage.
Outcomes and outputs next calendar year Jan 2008 – Dec 2008 <ul style="list-style-type: none">• To be reviewed in the light of the Thomas/Walport and O'Donnell reviews

Work strand: Information Management

Objectives:

- 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 in 2007

- Government Connect Board have agreed to use the Government Gateway User Interface
- Endorsement of Knowledge Council proposal by Gus O'Donnell; most Permanent Secretaries have now personally confirmed Knowledge Council representative
- Scope and workstreams for Information and Knowledge Management Strategy defined, Knowledge Council workstream leads appointed
- Linked Longitudinal Data Study, Power of Information Review and Government Social Research Unit programme to Knowledge strategy programme
- Government Connect now in pilot use
- Government Connect (GC) secure infrastructure being used by some of the local authorities participating in the Tell Us Once and In & Out of Work pilots.
- GC currently (Dec 07) rolling out 82 secure GCSx connections, representing 115 local authorities (comprises more than 25% of local authorities in England)
- Digital Preservation Team established
- Web Continuity Programme established in partnership with TNA, COI, parliamentary libraries and the British Library to ensure the long-term survival of official information on Government websites
- Head of Government Knowledge and Information Management Network appointed at TNA

Outputs made in 2007

- Communications pack on Knowledge Council and Information and Knowledge Management Strategy.
- Funding secured for Shared Digital Preservation Service project.
- Meeting of pan-government team together to discuss governance structure, project plan and team structure for shared digital preservation service project (June)
- Transformational metadata schema for EDRM after Machinery of Government changes – schema and manual produced
- Government Connect (GC) infrastructure accredited to handle data up to RESTRICTED by CSIA, twin resilient data centres operational.
- GC Employee Identity & Authentication Service (GC EIAS), developed jointly between DCSF/CLG has completed initial down select to two existing government IT assets (Government Gateway and CJIT) to deliver requirements.
- Knowledge Council meeting to finalise strategy (2 November)
- Initiate expressions of interest stage to identify Joint Venture partners for shared digital preservation service (subject to Treasury funding) – Negotiations with potential partners underway and Intellect Concept Viability sessions undertaken.
- Agreed new funding model and governance model for Government Connect for CSR07.
- Digital Continuity Team (shared digital preservation service team) in place; development of high level service description, high level business options description, stakeholder development plan, and standards to ensure the survival of digital information across Government. In detailed discussions with government departments and suppliers. Web Continuity Team in final developments of solution paper and commencement of software supplier talks.

Outcomes and outputs for calendar year Jan 2008 – Dec 2008

- Transformational metadata schema for EDRM after Machinery of Government changes – formal establishment of project to progress
- Digital Continuity Project to further develop stakeholder requirements, security requirements, commercial modelling and delivery options
- Knowledge and Information Management Strategy – publication (subject to the O'Donnell Data Sharing Review and subsequent consideration by Ministers).
- Next generation EDRM - market appraisal report, lessons learned research, and high level approach for the next generation
- Knowledge Council meeting to discuss implementation plan (8 February 2008)
- Government Connect (GC) Onward Home discussions

Work strand: Information Assurance

Objectives:

- 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 goods and services
- IA awareness and better practice across public sector and greater confidence in public service for citizens.

Outcomes made in 2007

- IAPPB have approved:
- Draft IA Strategy Implementation Approach document and commissioned 4 supplements covering:
 - Local authorities and devolved administrations
 - Private sector and the CNI
 - Third sector
 - Citizen
- Development of top-level guidance briefing notes on information risk management to send out to departments
- Development of a compliance regime
- Deployment of new assurance model across government
- Enhanced relationship between IA community and CIO and CTO Councils
- Much greater recognition of IATP within CTO Council; greater energy in development of IA framework within Pan Government enterprise architecture. In particular, still need to enable CTO Council to appreciate the benefits of a security management infrastructure as a design feature of new generic ICT.

Outputs made in 2007

- National IA Strategy and Delivery Approach developed through wide consultation with stakeholders. Endorsed by IAPPB and SO.
- Major effort to exploit opportunity at IA07 for collaborative engagement on delivery aspects of IA Strategy within Government and with industry.
- Successful BBC sponsor Internet security weeks, Mar and Nov 07.
- Internet security accepted as part of the National Curriculum at Key Stage 3.
- Stakeholder engagement progressing via meetings with departmental board members.
- IA Support approach developed including central funding of trusted advisors to departmental boards Placed on hold, pending outcome of Phase 2 of the Data Handling review.
- Top level guidance material for use by trusted advisors and departmental boards
- Outline compliance regime developed which progresses from a new maturity assessment model through peer group review to fully embedded compliance checks via Orange Book and associated business management processes.
- Relationship with industry continues to mature especially through IA Collaboration Group comprising key ICT service providers and system integrators.

Outcomes and outputs for calendar year Jan 2008 – Dec 2008

- The results of the Data Handling Review (Phase 2) made available.
- Impact of the review on implementation of the IA Strategy assessed and adjustments made.
- IA Governance and compliance regimes defined, formally agreed and promulgated.
- Support to departments on implementation of IA Strategy initiated.
- Support of IA community and CIO Council to near term delivery plans
- Agreed compliance regime for IA aspects of departmental accountabilities
- IA Strategy Delivery Approach documents completed and distributed

Work strand: Identity Management
Objectives: <ul style="list-style-type: none">• 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 made in 2007 <ul style="list-style-type: none">• Agreement on NIS/CIS governance• Agreement on procurement strategy for NIS• Funding agreement for 'Tell Us Once'• EU eID consortium proposal submitted to Commission
Outputs made in 2007 <ul style="list-style-type: none">• Analysis of EU and other international identity management activities for IDM Strategy Group• Updated CSIA registration and authentication policy guidance• OJEU's for NIS Framework and other Procurements• Proposals for UK contribution to EU eID consortium• Delivery plans reviewed to reduce cost and risk• Identity Management Standards Policy Group established.• Sectoral approach to Identity Management Strategy agreed by IDM Strategy Group
Outcomes and outputs for calendar year Jan 2008 – Dec 2008 <ul style="list-style-type: none">• Ministerial engagement (DA(PED)) with IDM Agenda and steer on level of engagement with EU in this area• Update of Strategic Action Plan on NIS• Report of Crosby Forum & government response• Ongoing development of IDM standards repository• Ongoing development of shared service arrangements for use of CIS infrastructure (Delivery Council)• Development of Sector Identity Management Strategies

Work strand: Technical Standards and Architecture (CTO Council work)

Objectives:

- Operate and develop a cross Government Enterprise Architecture with supporting 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
- Drive the programme of standards and technology development across government.
- Develop a UK Geographic Information Strategy
- Agree a strategic action plan for IT Asset Alignment
- Resolve contractual and commercial implications of re-using sharable assets

Outcomes made in 2007

- Prioritisation of 2007 Enterprise Architecture activity on Infrastructure, Integration, Information Assurance, Information, Service Management, and Channels domains
- Agreed strategy on e-GIF way forward with CTO Council, responsibilities for different standards sets assigned to relevant Enterprise Architecture Domain teams
- Enterprise Architecture 'exemplar' process piloted on Blackberry solution; now scaling up for 12 agreed priority exemplars for 2007 (mobile access, network, data centre, thin client, EDRM, GIS, Integration Hub, eForms, Payment Engine, Correspondence Handling, Portal, Organisation Architecture Team structure and processes)
- IT Asset Alignment Phase 2 complete and agreed by CIO Council
- CTO Council appraised of MOD sharing opportunities (eg Defence Fixed Telecommunications Network)
- Updated CTO Council Terms of Reference and CTO Model Role agreed by CIO Council
- Sharing of best practice on Enterprise Architecture and its use to promote reuse with US, Canadian, Australian and NZ CIOs
- Network Vision agreed by CTO Council and programme of work agreed leading to CIO Council in Jan 2008
- Generic Data Centre service approach agreed by Tiger Team, Fujitsu and EDS to develop
- Agreed mapping of standards across domain teams
- Cross-membership and knowledge sharing agreed with Knowledge Council (information domain lead)
- Closer engagement between CESG and the CTO Community
- Overview of xGovernment Enterprise Architecture shared externally
- Greater and more systematic local government participation on CTO Council

Outputs made in 2007

- Inaugural meeting of Infrastructure Programme Board (Andrew Bull HMRC chairs, brings together Infrastructure Domain and former Central Infrastructure Board)
- Inaugural meeting of Architecture Review Board (policy and programme management of Enterprise Architecture Programme, Sarah Norton DFT chairs)
- CTO eRoom restructure in line with Enterprise Architecture domain and management model; Authorized users have access to a common repository for service definitions, profiles of standards stacks for service provision, and patterns for service implementation.
- Interim conclusions on email interworking collated and presented to CTO Council
- Inaugural meeting of the Public Sector Service Management Team (Paul McAvoy leads)
- Inaugural meeting of Public Sector Integration Team (Inderjit Singh leads)
- Proposed sharing and reuse challenge processes for specification and procurement cycle
- CTO Council Workplan including work programmes for the 6 priority Enterprise Architecture domains
- IT Asset Alignment report plus initial Roadmaps for Key IT Assets
- Confirm current resourcing for domain teams in 2007
- Network 'summit' held with key suppliers and key departments (NHS, CLG, OGC, HMRC, DWP, Cab Office) and agreed strategy, work plan and responsibilities
- Joint Knowledge Council/CTO Council session on collaborative working tools
- CTO Council responses to IPS on identity management standards
- Level two detailed plans for each domain team produced
- Open Source Software sub Group of Strategy Domain created
- Met with SIs through Intellect on use of Open Source Software
- Green IT sub group of Strategy Domain created
- Inaugural meeting of Local Authority Reference Group
- Network Vision Implementation Strategy completed
- Public Sector Employee Authentication and Authorisation Vision paper completed
- Blackberry exemplar completed
- Consolidated reference set of Integration Service Definitions completed
- Integration Services Definition exemplar completed
- Channels Vision completed
- Channels Logical and Conceptual Target Architectures completed
- Identity Verification Strategy completed
- Transactions Strategy completed
- Meetings with Intellect held under CTO Supplier engagement programme
- Inaugural meeting of GovTalk sub group held
- Monthly conference call service for **CTOs regarding TOGAF skills established**
- **Presentation of government Network Strategy and Action Plan to CIO Council**
- **Recommendations on way forward on Open Source Software to CIO Council**
- **Data Centre Summit held**

Outcomes and outputs for calendar year Jan 2008 – Dec 2008

- Departmental Impact assessment of recommendations for tactical email improvements completed and implementation agreed
- Advice published on how to configure email clients to search GSi directory/ how to present directory information for GSi upload/ how to publish Users' free/busy calendar information centrally to the GSi to allow for cross-government calendar sharing
- Agree mobilisation plan and timing for 2 remaining domains (process and application)
- Revise/improve local authority architecture and CTO engagement model
- Complete review of use of Open Source
- Complete and report on agreed 2007-08 CTO Council workplan
- Complete Architecture exemplars for 12 priority solutions/processes
- Secure Ministerial endorsement to Location Strategy and publish.
- Develop and approve the 2007 programme of exemplar solutions consistent with the Enterprise Architecture, and thereby promote sharing, reuse and more predictable delivery.
- Enterprise Architecture repository populated with service definitions, profiles of standards stacks for service provision and patterns for service implementation to promote interoperability when procuring new business solutions.
- Presentation of government Data Centre strategy and action plan to CIO Council
- Formalising CTO Council representation on major cross government programmes and projects
- Regular delivery of news and information to wider public sector communities and external stakeholders on CTO Council and its works
- Propose process/service for practitioner/stakeholder engagement
- Initial series of strategic software supplier events to be held
- Propose replacement for GovTalk

Work strand: Reliable Project Delivery

Objectives:

Government successfully delivers the strategic “portfolio” of manifesto commitments and the programmes delivering the greatest value and social outcome improvements

- Portfolio management techniques used to manage the strategic pan-government portfolio
- Departments use a common approach to consistently select and successfully deliver the “Right Projects” and challenge and stop the “Wrong Projects”
- 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.
- OGC Gateway™ and other current best practice techniques and those developed via Objectives 1. and 2. provide a complementary set of measures.
- Joint OGC/DTG Mission Critical Project engagement and reporting reflects CIO input

Outcomes/Outputs made in 2007

Outcomes

- 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)
- Pan-Government Portfolio governance agreed by CIOs and PSX(e)
- Pan-Government Portfolio Quarterly Report v1.0 agreed by CIOs
- Portfolio Management and Control and Governance status known for all departments
- DTG programme engagement aligned with Pan-Government Portfolio and engagement objectives agreed for all Pan-Government Portfolio Programmes
- “Next Steps” for Portfolio Management agreed with all CIO Council Departments
- Pan-Government decisions being made using Portfolio Management
- Portfolio Management status reports (dashboards) agreed for all CIO Council departments
- Key milestones for Portfolio Management agreed for all CIO Council departments through to end March 08
- Portfolio Management and Control and Governance “gate” conversations tested
- Format and content of rationalised Centre Report (incorporating Pan-Gov Portfolio) agreed with OGC
- Control and Governance milestones (for Jan-Mar 08) agreed with each department

- Departmental Portfolio Management and Control and Governance metrics research project scoped and initiated

Outputs

- Pan-Government Portfolio produced for PSX(e) March (draft), May, June
- First departmental Portfolio Management and Control and Governance status/progress dashboard
- Pan-Government Portfolio produced (for PSX(e) July) and September
- Control and Governance departmental “questionnaire” developed and agreed
- Pan-Government Portfolio produced for October and December
- Commissioning note for January Pan-Government Portfolio Report (2 Dec) – first single Central Report (due 25th Jan 2008)
- First-quarter departmental portfolio management progress reports showing changes in scores and progress against milestones for all CIO Council departments (end Dec)
- Initial Control and Governance report showing status of CIO Council departments as at end Dec

Outcomes/Outputs for calendar year Jan 2008 – Dec 2008

- Approach to Portfolio Management for non-CIO Council organisations and wider public sector scoped and agreed (Jan)
- January Pan-Government Portfolio Report as component of first single Central Report (end Jan) then quarterly throughout year
- Remedial action plans resulting from Portfolio developed and agreed with appropriate SRO's/ CIO's each quarter (from Mar)
- “Next Steps” for Control and Governance agreed with all CIO Council Departments (end Jan)
- “Gateway Plus” measures scoped and agreed (including Gateway™ Review updates required by TG/CIOs and any additional measures required to augment Gateway™ Review) (end Jan)
- Departmental Portfolio Management and Control and Governance metrics research project completed (Mar)
- “Gateway Plus” measures implemented (April onwards)
- Government Standards for portfolio/programme/project assurance developed (with OGC) covering Gateway™ Review, additional Gateway Plus measures, Portfolio Management and Control and Governance approaches (agreed by CIO Council Apr)
- Plans for embedding agreed standards for portfolio/programme/project assurance in all CIO Council departments agreed (June) and reported on quarterly thereafter
- Portfolio Management and Control and Governance milestones renegotiated for each department (quarterly)
- Departmental Portfolio Management and Control and Governance status/progress dashboard (quarterly)

Work strand: IT Profession

Objectives:

- Develop a competency framework to support the career development of IT Professionals across government
- Support the initial launch and development of the Government IT Profession with an on-going communications programme
- Actively engage individuals in networking and mentoring activities
- 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
- Identify required 'capability building' programmes to providing training and leadership development support for government IT Professionals
- 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
- Support the development of IT awareness and IT-enabled business change management skills across the wider PSG agenda

Outcomes made in 2007:

- Competency and skills frameworks used as the basis for recruiting, performance management and/or skills assessment in over 60% of Central Government departments
- IT Profession activity initiated in over 80% of Central Government departments and 70% of Local Authorities
- Direct engagement continued via eBulletin and other (local) communication/involvement events
- IT Academy – IT-Enabled Policy Delivery workshop Mark II has been piloted, evaluated, and moved into steady-state to join Delivery Through Suppliers and the seminar and secondment programs on the available syllabus.
- Technology in Business Fast Stream – 6 candidates have started with their host organisations and training has been arranged
- IT profession survey completed, results analysed – executive summary and actions published to CIOs and in eBulletin
- Talent Management Annual Round begun
- Education Sector Steering Group to become operational in quarter 1 2008
- 11,000 public sector IT professionals have 'registered an interest'/become members (primarily through *organisation group membership*)
- Continued direct engagement via revised program of linking into existing local events (per Survey feedback), plus bi-monthly newsletters and other communication/involvement events
- IT Academy – New Executive Manager workshop evaluated, refined and signed off ready for steady state
- IT Academy – preliminary design for next Senior workshop (Managing Business Change) begun
- Competency Leads network active for all 7 Competency Groups across Central Government departments
- Technology in Business Fast Stream – candidates receiving Government IT Landscape training and external training

- GovXchange space (containing tools, offerings and community networking areas for the profession) made live
- Justice sector steering group being established and will become operational in Quarter 1 2008

Outputs made in 2007

- Road-shows held across the UK to engage directly with individuals
- IT Profession e-Bulletin issued every two months to all individuals who have registered an interest in the IT Profession
- IT Academy: Government IT Landscape module (new IT joiners' version) developed
- IT Academy - New Executive workshop has been developed and piloted at Ashridge, to strong positive reviews.
- Talent Management Baseline and process updated in line with CSCG new succession planning process Development of additional "offerings" in the "Rough Guidance to..." series, following successful piloting of "Rough Guidance to Performance Management" booklet; NB offerings are being delivered via dedicated space on GovXchange during the development of the full Civil Service website, of which the IT profession website will be part
- First quick wins for Blueprint for the IT skills required by non-IT professionals across government delivered
- IT Academy – internal Annual Review and Update produced for IT Academy Strategy
- Implementation Strategy approach being agreed for education sector
- "Rough Guidance" series completed and published
- Updated Talent Management process (including revised CIO 1-2-1 process and agreed strategy for sign-off at January 2008 CIO Council)

Outcomes and outputs for Jan 2008 – Dec 2008

Outcomes

- Support 50% of organisations (including all Central Government departments) in using the Government IT Profession competency and skills frameworks to support recruitment, performance management and skills assessment of IT professionals as part of PSG
- Deliver 70% coverage overall of local competency leads (CLs) and Sector Steering Groups identified and active in all sectors and/or regions
- Deliver completed Government IT Academy programmes (Delivery Thru Suppliers Workshop; IT-Enabled Policy Delivery Workshop; New Executives Management Workshop; Govt IT Landscape programme; Seminar programme) - 1 of each workshop, and 6 seminars at a minimum
- Design at high level the second tranche of Government IT Academy programmes, and commission development by Suppliers; programmes to be informed by cross-sector consultation and Training Needs Analysis; programmes to include (subject to confirmed Training Need) "Managing Business Change" workshops for senior professionals.
- Publish "menu" of *existing* development options for IT professionals (external training courses and other developmental

offerings, as well as new IT Academy offerings), showing how they meet the skills needs outlined in government IT skills framework and the industry-wide IT qualifications framework (under construction as of 2007)

- Complete external review of IT Academy Strategy by professional Learning Strategist
- Produce and deliver the second Competency Leads Annual Conference (content driven by CLs network; focus on reviewing progress over last 12 months and setting direction for next 12 months)
- Active competency-based networks for all communities established through UK-wide competency leads
- IT profession Talent Management baseline and process used for 100% of CIO roles in central government deps by yr end
- Remaining “IT Skills for non-IT Profession” Blueprint deliverables completed and being delivered either directly or via IT Academy or NSG (including SRO-specific activities); deliverables include Senior Briefings, register of IT Experts, Checklists, and presentations to other professions
- Second tranche of graduates (10-15) recruited into the Technology in Business Fast Stream

Outputs

- Deliver 6 IT professionals’ eBulletins, ongoing web communications and 4 regional face-to-face events driven by competency leads (CLs) network
- Continue to play a lead role in working with the ProfIT Alliance to develop a qualifications framework to support our competency and skills frameworks
- IT profession Talent Management baseline extended to include Sector-specific Talent Management Frameworks (piloted for Education sector and at least 1 other sector during the year, with a quarterly Talent Management review feeding into the established SCS annual performance cycle)
- IT profession Talent Management baseline extended to Grade 6 in selected organisations (at least 3 large central government departments) and linked to IT Academy through workshop delegate nominations for senior workshops
- Revised Talent Management Strategy signed off by CIO Council

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 and outputs made in 2007

- Supply Transformation Programme (STP) established with Programme Office and Steering Group in place and operational
- STP Project & Programme tiger team's Joint Statement of Intent launched. Five projects acting as pilot - five further projects are being engaged to take forward Phase 2 implementation in conjunction with the Improving Procurement team
- STP Procurement tiger team has been "re-invigorated" – Peter Lowe BERR providing CIO lead. Need identified for best practice on SRO/SRIE relationship to be put into effect more widely. Procurement and Project teams taking a joint approach to the implementation of recommendations around SRO/SRIE relationship.
- STP Cost Reduction: Second meeting of CIOs to share costs of desktop services and opportunities to reduce costs agreed cross government commercial strategy for Desktop developed by OGC.
- Voice and data network summit agreed joint working between government and industry to implement strategic architecture agreed by CTO Council. Proposal developed for the January meeting of the CIO Council.
- A government/industry summit on data centres was held on 22-23 November.
- Second full round of CAF completed June 2007– CAF beginning to produce more robust and useable data.
- Third round of CAF completed Nov 2007. The high response rate (78%) has firmly established the CAF process. CAF3 scores have decreased slightly but most suppliers are still bunched between a score of 2 (satisfactory with some weaknesses) and 3 (satisfactory with some strengths).
- The fourth round of Supplier Forums is complete (except for reschedules), and all key ICT suppliers are engaged in the development of their Performance Improvement Plans.
- Initial CAF360 completed – results fed into autumn forums round, and will inform government improvement plans following the second CAF360
- Continued work to develop the framework for software SMI – including the development of CAF/CAF360 by OGC BS.
- 2 trial fora were held with Deloitte and PA Consulting in June/September July with an embryonic assessment process and progress with consultancy value work in terms of establishing a standard business case format and definitions has been provided to all the 'crossover' suppliers.
- Consultancy Value Programme (CVP) established with governance structure in place to Perm Sec level. Collaborative Procurement and Managing VFM in ICT Strategic Relationships Interest Groups.
- Third ICT Capacity data collection work concluding – focused on forward looking demand. Forward demand information was returned by eight departments on just 19 projects, mostly projected to 2011. The total value of the projects is £1.1 billion. Fourteen of the projects will be let under existing frameworks.
- Permanent Secretaries briefed up to support CIOs in their SMI undertakings – fully behind the initiative.

Outcomes and outputs for calendar year Jan 2008 – Dec 2008

- CIO Council decision on the way forward on Voice & Data Networks; initiation of wider industry and client consultation.
- Development of outline roadmap for data centre consolidation and concrete proposition for wider Government use of DWP Washington replacement centre.
- Departmental desktop costs benchmarked against the FLEX model.
- Applications Development best practice – implementation of Departmental self assessment tool.
- Planned Implementation of JSI across 10 projects and interim assessment of effectiveness completed.
- Implementation of Pre-qualifying tool across a range of projects.
- Adoption of standard pre-qualifying questions.
- V2.2 Model Contract published
- CAF4/CAF4360 to commence week three January 08, followed by Spring Supplier Forums. CAF5/CAF5360 Summer 08, followed by Autumn Supplier Forums.
- Initial Performance Improvement Plans in place for all 14 strategically important SI suppliers by 31 March 08.
- Associated government side improvement plan (trends and issues from CAF360 once round 2 results have been received)
- Autumn Capacity Report.
- PwC, KPMG and HEDRA fora held. Consultancy Assessment process in place by 1 April
- First round of strategic supplier forums (with Microsoft, Oracle and SAP) held by 1 April 08
- CAF/CAF360 process for software suppliers defined by 1 April 08

Work strand: Innovation
Objectives: <ul style="list-style-type: none">• Build innovation into the competency frameworks for all civil servants• Develop a framework for encouraging innovation across government and identify priority areas for development• Develop a business model and supporting tools for the innovation process• Establish an online space to share research, ideas and information
Outcomes made in 2007 <p>Obj 2) Develop a frame work for encouraging innovation across government</p> <ul style="list-style-type: none">• CIO Council agreement to proposed innovation action programme• Innovation contacts have been identified in <i>all</i> 31 organisations in CIO Council <p>Obj 4) Establish an online space to share ideas</p> <ul style="list-style-type: none">• Agreement in principle by IAP and Intellect to the CIO Council innovation subgroup approach• Agreement by Intellect Government Group to produce input the concept of an ideas portal• Agreement by IAP member of Innovation subgroup to support the development of a web based product• Licences have been agreed (up to 1000)• The requirements and functionality of the ideas portal have been lead and supported by IAP industry groups• The domain of the pilot ideas portal will be www.ideasportal.org• There are currently 85 industry registrations, from 59 number of companies• There are 11 government registrations, from 5 departments and 2 local authority based agencies
Outputs made this year, with those since last CIO Council in bold <p>Obj 3) Develop a business model and supporting tools for the innovation process</p> <ul style="list-style-type: none">• We now have 25 responses to the innovation survey, a full verbatim report, and a brief summary report. <p>Obj 4) Establish an online space to share ideas</p> <ul style="list-style-type: none">• Presentation to IAP on emerging recommendations: positive feedback• Recommendations for CIO Council action agreed by Council/IAP/Intellect subgroup• A portal test site launched 30 August www.ideasportal.org and ready to view for comment.• There are currently 6 citizen-focused challenges from government looking for industry ideas.

Outcomes and outputs for calendar year Jan 2008 – Dec 2008

Outcomes

Obj 1) Build innovation into the competency framework for all civil servants

- Agreement from CIO Council members on what proposed changes to make to civil service competencies (see parallel work of Government IT Profession)

Obj 2) Develop a frame work for encouraging innovation across government

- Share the report findings, and the contact names across government

Obj 4) Establish an online space to share ideas

- Partnership with the government groups (CIO Council, IAP secretariat) and industry groups (IAP subgroup, Intellect) to ensure that the Ideas portal can actively be taken to next phase of development.

Outputs

Obj 2) Develop a frame work for encouraging innovation across government

- Departments who may find implementing a framework more difficult to approach the innovation sub group members for support.
- The 24 responses received from CIOs/contacts have been collated into a report.

Obj 3) Develop a business model and supporting tools for the innovation process

- For each department to collate their own evidence of innovation activities so that best practice can be shared across departments.
- Collate full reports will be collated by April 2008 CIO Council meeting.

Obj 4) Establish an online space to share ideas

- To hold an official pilot for the ideas portal in January 2008 to run until March 2008
- Next steps: Gov stakeholders need to be identified from each department.
- CIO Council e-Room (HMRC platform) is used between DWP and Cabinet Office to place shared documents on innovation. HMRC and DWP parties have also approached the eRoom moderator to discuss possible use. The Government IT Profession team is also seeking to use this resource for all 77 cross-government competency leads.