

**CIO Council Meeting
23 September 2009**

Session 1	Introduction and Overview
Session 2	Gateway Starting Gates
Session 3	Delivering Better IA in Government: Discussion and approval
Session 4	Supplier Management update
Session 5	Public Sector Network
Session 6	Government ICT Strategy
Session 7	Wrap Up

Session 1 – Introduction and overview

John Suffolk welcomed the CIO Council to the meeting. He then gave an update on key developments since the last CIO Council in July and their possible impact on the work of the CIO Council.

John advised the Council that he has not received a response from the Treasury to his letter of 6th August regarding the Operational Efficiency Programme.

Action

- **CIO Council to consider the Champion Challenger paper out of Committee and respond with comments by 1st October.**

Session 2 – Gateway Starting Gates

The engagement of Starting Gate reviews was one of the recommendations in the Operation Efficiency Programme report (May 2009) for delivering greater value for money in IT-enabled change projects. OGC, in liaison with the Government CIO, is leading on this.

OGC was seeking the practical help of CIOs and their departmental colleagues in providing the information on IT-enabled change programmes which would benefit from a Starting Gate review.

The process had been piloted in 22 projects and had been well regarded. It has proved a useful tool for Departments and policy colleagues as it helped to clarify the purpose and requirements.

The Gateway Starting Gates process was seen as helpful and we felt that it should be publicised widely across Government, including finance and policy officials. It was

also felt that it should be made clear what evidence was required for the review. Taking the programme forward there should be a commitment to include green ideas.

Action

- **Nigel Smith to circulate power point and papers to CIO Council members after the meeting.**

Session 3 – Delivering Better I A in Government

We have ensured that there has been good progress in establishing stronger leadership and direction in placing IA at the centre of the Government ICT Strategy. However, the challenge for the CIO Council going forward is to do more to embed good IA practice in the delivery of HMG ICT systems and to support the growing need for pan-government IA products and services.

There has been significant investment in developing and embedding best practice across government in IT, Programme & Project Management and Procurement. These processes could be used to deliver better IA as a seamless part of delivery of new ICT systems, when coupled with the earlier CIO Council endorsement of early engagement with CESG in Government ICT Programmes.

Specifically:

- Championing changes in OGC Gateway Review process
- Calling in IA expertise at start of new programmes and projects
 - *Including a formal mechanism to inform CESG of new ICT programmes and projects*
- Identifying and allocating funding for IA at outset of new programmes & projects
- Identifying necessary CESG involvement in existing programmes and projects
- Embedding Information Risk Management in Treasury Green Book guidance
- Ensuring compliance with minimum IA standards by bidders / suppliers.

The Group felt that this was a good foundation. However, there was concern regarding how it would work in practice due to the cost of buying in the expertise on smaller organisations.

Another challenge would be that if the programme was taken forward vigorously there may be some problems meeting the demand for IA expertise. We also need to consider how we ensure compliance with IA standards from our suppliers.

Action

- **Nick Hopkinson to review feedback and consider actions**

Session 4 – Supplier Management Update

A detailed delivery plan for Supply Management Initiative (SMI) is under development. The SMI Plan is supported by a more rigorous approach to overall

programme management and aligning ICT Procurement Strategy and OGC Team to meet the CIO requirements.

A review of SMI on behalf of the Supplier Management Board was commissioned in August. A report to the full Council is expected in January 2010.

We were pleased that significant progress has been made. However, there was an issue of resources and trying not to duplicate efforts. We felt that it was important that the JSI was embedded within the Gateway Review process.

IT industry presented their proposition for rising to OEP challenge to Strategic Supply Board on 2nd June. We were pleased to note that suppliers would make suggestions for achieving cost savings for the 12-14 month period specific and across markets. Savings can be delivered by implementing many of the ideas that have been developed through the ICT Strategy.

We also presented the draft ICT Strategy to IT Industry leads and it has been well received.

We expressed concern that some suppliers had not made a significant improvement in performance and we would use the supplier forums to emphasise the importance of consistency.

We felt that the CAF scoring was variable and the scores on the various projects were not always seen by the relevant CIO. As a consequence this wasn't helpful to our management of suppliers and suppliers were receiving an inconsistent message from Government. Taking this forward we will consider how to improve the evidence measure, weighting /risk.

Action

- **Christine Connelly to find out how DH are dealing with CAF scoring feedback to the CIO Council in January**

Action

- **Chris Chant to find out about DCMS programmes CAF scores and feed back to the Council in January**

Action

- **Joe Harley to Include a list of responsible CIOs in suppliers packs by the next supplier board**

Action

- **Lead CIO's and CIO's must be actively involved in this process. Review scores, agree important plans and attend supplier meetings.**

Session 5 – Public Sector Network

PSN has been welcomed by industry. We are working in collaboration with all interested private and public sector organisations to develop standards which allow interoperability of network services regardless of supplier and to provide commercial

frameworks which allow these services to meet specific business needs in the most effective and efficient manner.

This will:

- Deliver core PSN network and central services through multiple interoperable suppliers by October 2010.
- Create an innovative and responsive Network Services marketplace through delivery of procurement directory by the end of 2010.
- Migrate GSi (Government Secure intranet) and MTS (Managed Telecommunications Service) customers to PSN services by February 2012 (earlier for MTS).
- Ensure that the PSN marketplace is utilised by 80% of the public sector (approximately 4 million users) by the end of 2012.

We felt that this was a very good way forward. However, it was a big programme that had big risks that would need careful monitoring. Several departments had started a PSN like process and would be happy to share lessons learned. We also need to ensure that our suppliers are very clear about the requirements of programme.

Action

- **Lesley Hume to discuss with DWP and NI the results from their respective PSN type network reviews.**

Session 6 – ICT Strategy

Work on the refresh of the ICT Strategy has been ongoing and has built on the 2005 Transformational Strategy ensuring that Digital Britain, the Cyber Security Strategy and the OEP are built in. As the CIO Council has written the majority of the recommendations for these Reports alignment is excellent

The ICT Strategy sets out to deliver:

- A Government Cloud infrastructure that provides a secure, resilient, flexible and cost effective data centre infrastructure
- A Government Applications Store that enables a standard approach across the public sector of reuse of existing assets
- The Public Sector Network infrastructure, providing a single holistic telecommunications infrastructure for the public sector
- A common set of Desktop designs available to the public sector which create a shared utility approach to desktop services within the public sector
- An agreed set of Technical Standards and Enterprise Architecture which underpin public sector ICT infrastructure
- Provide the supporting policies, people, systems and technology to deliver Government's policies and strategies including £3.2bn of savings as part of the Operational Efficiency Programme with a 3 year investment cost of £150m, with remaining investment costs being provided by industry.

We felt that the ICT Strategy has a real sense of positive change. It had received a positive response from suppliers, who would be involved in many of the work strands.

The challenge going forward was to ensure that procurement issues are fully understood. We also need to reflect Local Authorities role in delivering many government services.

We felt that the Governance model, when finalised, should clearly reflect resources and mechanisms. This was particularly important bearing in mind fiscal pressures.

Action

- **CIO Comments to Bill McCluggage by 1st October.**

Action

- **OGCIO to work on simplification of the Governance model and Strategy and clarify roles and resources issue.**

Session 7 – Wrap Up

In discussion, the group acknowledged that there were some challenges but overall Gateway Starting Gates, Delivering Better IA in Government, Supplier Management , PSN and the refreshed ICT Strategy were positive tools in taking the work of the CIO Council forward. Detailed points are attached at Annex A and a record of agreements made are at Annex B

In discussion the following points were raised:

Starting Gates

- Very supportive
- How wide had the Starting Gate process been socialised? Had finance and policy officials been made aware. There was a need for a communications pack
- The IA governance needed strengthening
- There was no mention of what evidence needed to show the policy will work.
- Need to ensure that commitment post the review is made clear
- Green strategy ideas needed to be added

Better IA In Government

- No problem with the principles. The paper was a good foundation.
- Concern was expressed how it would work practically. It was ok for larger organisations but it was not affordable for smaller organisations
- There were very strong concerns raised over the capacity of CESG to deal with Departments and organisations requests for expertise.
- There is a strong emphasis on compliance/audit process but the facilitation process should be considered more.
- How do we ensure compliance of suppliers? It was important that a holistic view was taken
- GCHQ recognised capacity was an issue and recognised that some CLAS consultants had been good but there had also been poor. GCHQ have recruited between 50-60 consultants and they were looking to improve grown industry capacity, rationalise, improve skills and raise accreditation

Supplier Management

- There was strong concern raised that some suppliers hadn't made a significant improvement.
- CAF scoring was seen potentially as a great tool, however, CAF scoring variable
- There was a feeling that CIO's were not owning data and a proactive approach was needed to improve CAF scoring

Unclassified

- Time lag is proving a problem. e.g. issue raised in Jan, CAF June and Supplier Forum not until October.
- CIO should scrutinise the information and build CAF into day to day process
- We should improve evidence measure, weighting /risk.
- CIOs should use the supplier forums to emphasise the message and importance of consistent performance.
- Concern that our supplier base was limited and we needed to bigger supply base.

PSN

- PSN viewed as a good idea.
- Contact Centres would be included within the PSN service.
- We needed to clarify language for suppliers to ensure contracts were watertight.
- It was felt that the recent PSN questionnaire did not resemble the PSN programme.
- How do we ensure compliance?
- Concern expressed that this was a very large programme with big benefits and big risks attached that would impact on reputation.
- DWP have already gone through a PSN type exercise on some of their networks as had Northern Ireland and would be happy to share experiences.

ICT Strategy and Governance

- Concern was expressed that the governance was too complex, there was a lack of clarity regarding roles and it needed simplifying.
- It was not clear how it was to be resourced or what mechanisms were in place to make it happen. This was particularly important bearing in mind fiscal pressures.
- Workstrands would probably be handled differently by the CIO leads.
- Suppliers will be involved in the majority of the workstrands
- G Cloud delivery. We need to be clear how we take this forward. There were procurement issues coming out of the strategy that were not yet fully understood.

Unclassified

Agreements

Decisions we made on suppliers

- We should increase the number of suppliers on “Crown Deals” beyond Microsoft. Others were discussed but these are not for public disclosure.
- Build in including support and licensing into “Crown Deals” and to take into account lessons learned.
- Suppliers should be required to commit to open source products
- Strengthen the CAF process to create a more consistent approach to allow comparison on individual suppliers projects across government.
- CAF scores to be signed off by the relevant departmental CIO
- CAF scores to include IA and be more aligned to delivery performance.

Decisions we made on overall approach and strategy:

- Provide resource estimates to ensure delivery of that 14 workstrands outlined in the Strategy
- Appoint CIO leads for the 14 workstrands
- Re-emphasise to HMT and others the requirement for investment funding to deliver the annual £3.2 billion of savings and the possible impact on the ICT Strategy if funding isn't found

Annex C

Meeting Attendees

CIO Council	
John Suffolk	CO (Chair)
Jeremy Boss	Audit Commission
Christine Connelly	NHS (Connecting for Health)
Paul Taylor	GCB
Chris Chant	DCMS (Olympics 2012)
Jos Creese	Hants CCI
Glyn Evans	Birmingham City Council
Andy Nelson	MoJ
Steve Gooding	DfT
Joe Harley	DWP
Nick Hopkinson	CESG
Dean James	DWP
David Jones	CPS
Simon Jones	DfID
Tom Kennedy	DPFNI
Roy Marshall	CLGt
Tony Mather	FCO
Mark O'Neill	DCMS
John Taylor	MoD
Annette Vernon	HO
Paul Woobey	ONS
Tim Wright	DCSF
Nigel Smith	OGC
CIO and CTO Council Secretariat	CO
Farah Ahmed	CO
Bill McCLuggage	CO
John Stublely	CO
Lesley Hume	CO
Jo Clift	CO