

Central Government Shared Services

April 2008

Guidance for Customers and Providers



**Making
government
work better**

Annex

Examples of Cross Government Service Delivery

Introduction

Outside of the delivery of shared corporate services, there are already central government business units who are providing a range of services to other government departments. These business units have all had to deal with the issues of investment, customer take-on, agreeing service provision and effective governance arrangements. Three examples of cross government service provision are highlighted below.

DWP Customer Information System (CIS)

The DWP CIS went live in 2006 and provides key data on customers on an individual account basis. CIS is an asset of DWP who funded the original investment. Other public sector organisations including HMRC, Local Authorities, DVLA, and Legal Services Commission are customers of the CIS.

Currently, these customers take the service “as-is”. MoUs are in place and the customers make a nominal contribution to operating costs.

Existing and potential customers are seeking enhancements to the CIS solution. This has led to the development of a new single MoU which will be supported by individual SLAs that will set out the different levels of service agreed between the CIS and each

customer. The cost of developing and providing specific solution improvements will be recovered from the sponsoring customer(s).

Service delivery remains the responsibility of DWP as the Provider and reports through to the CIS Programme Steering Committee.

New governance arrangements for CIS are being introduced based on the following two layers of governance that will sit above service delivery:

A **Joint Management Group (JMG)** of Agency CIOs (or equivalent) and non-voting secondary user representatives. This group is chaired by the CIO for Government to ensure neutrality. Members of the Joint Management Group have both an Agency and a cross-government perspective.

A **Joint Supervisory Group (JSG)** of Agency CEOs (or equivalent) and relevant non-voting secondary user representatives to ensure a business perspective.

DirectGov

DirectGov is the central portal for public services that was set up in 2004 and initially funded by each government department. The funding from each department was determined following a feasibility study with varying contributions based on the expected benefits.

Not all departments bought into the original funding arrangements which made it difficult for DirectGov to deliver against a business plan. Following the Varney review the funding arrangements

for DirectGov changed with direct funding from the Treasury.

Operational Level Agreements are in place with government departments. These clarify the services to be provided by DirectGov and by the customer and also provide details of the governance arrangements, service levels and operational management arrangements such as escalation routes for issue resolution.

Customers fund the development of transactions that are made accessible from the DirectGov portal. For example, the DVLA funded the integration of their on-line solution for payment of car tax with the DirectGov portal.

A DirectGov Board supports the Senior Responsible Officer in successfully delivering Directgov and providing guidance and direction for the Directgov business. The Board is chaired by a non-executive director and its membership comes from stakeholder Departmental Directgov Representatives, Directgov SRO and the Directgov Delivery Director.

The Club

The Club is a partnership between the Department for Children, Schools and Families (DCSF) and the Department of Health and DirectGov. The Club offers a fully managed e-infrastructure for the delivery and support of government web services procured from Xansa and routinely handles in excess of 30 million page requests each month. The service is a fully hosted and managed commercially off the shelf based Content Management System.

A Club services agreement was signed between the funding members and Xansa in February 2006. The agreement allows for extension to include any government department as a full member or use of the club services through another member as a related organisation.

A MoU is in place with each customer department that includes the details of the services to be provided and the arrangements for cost recovery.

Key challenges faced by the Club have included:

- Dealing with complex and non-standard requirements across all members
- Developing good working relationships across and inside member departments to enable effective service delivery
- Agreeing a roadmap of service improvements and cost recovery arrangements.

A central team, intelligent customer function, was jointly funded by the three participating departments to design the solution, run a procurement and manage the provider. Two other government departments are negotiating to join the Club.

The Club is governed by a Senior Stakeholder Board comprising one member from each participating department and the Club Director.

Government Gateway

Since its launch in 2001, the Government Gateway has become one of the most widely used IT shared services in the public sector and sits at

the heart of the Transformational Government agenda. Spanning over 125 public sector services, it enables over 12 million citizens and businesses to communicate and transact securely with government, for example to pay parking fines, file income tax and VAT returns, claim child benefits or check pension entitlement.

The Cabinet Office's e-Delivery Team (EDT) is responsible for the development, implementation and management of Government Gateway. Governance is achieved through the Government Gateway Board on which Her Majesty's Revenue and Customs, Department of Work and Pensions, and Communities and Local Government are represented.

EDT works to promote Gateway across Government, and provides support to other public sector organisations in both Central and Local Government to assist in bringing new transactional services online.

EDT also acts as an "intelligent client" on behalf of all public sector users of Gateway. It works with outsourced technology providers ATOS and Microsoft and other private sector partners (who have been through the Government Gateway Partnering Alliance Programme) to provide and develop the Gateway.

EDT is fully funded using a cost share model to distribute the costs across users of the Gateway to cover the infrastructure, developments and the operational services.

Government Secure Intranet

The GSi (Government Secure Intranet) provides secure network connectivity for over 200 public sector organisations and 20 suppliers to the public sector covering some 420,000 individuals. English Local Authorities are also being brought onto the network.

OGCbuying.solutions acts as the commercial and contractual authority for the GSi and manages the Framework Agreement with the service provider Cable & Wireless. Individual customers contract directly with Cable & Wireless for services provided, using a standard Service Contract, maintaining separate invoice and paying relationships. Governance is achieved through a Board chaired by Cabinet office with representatives from many customer organisations – both large and small – and also including suppliers in some instances.

OGCbuying.solutions' GSi Team seeks to ensure smooth end-to-end GSi service to customers, working with the Pan Government Accreditor and CESG to ensure accreditation of the GSi infrastructure, authorising connecting customers, and acting as a central point of contact for queries and problem escalation. They also conduct sales and marketing activity to promote take-up of GSi.

This team is funded by a levy on customers using GSi. This levy is collected by Cable & Wireless along with payments for the service itself, and is passed back to OGCbs. The levy is designed to cover only the direct and indirect costs of the teams, rather than as a profit making enterprise.

Neither OGCBuying solutions nor the service provider has any Intellectual Property Rights over the GSi architecture or infrastructure, ensuring that GSi can be migrated between contracting suppliers with a minimum of legal restrictions.

The information and opinions which this guide contains are not intended to be a comprehensive study and should not be relied upon or treated as a substitute for specific legal or policy advice concerning individual situations.