



Maidenhead Office Park
Westacott Way
Maidenhead
Berkshire SL6 3QH

Telephone +44 (0)1628 438236

Strategy Team
eGovernment Unit
Cabinet Office
3rd Floor
Stockley House
130 Wilton Road
London SW1V 1LQ

itstrategyprojectteam@cabinet-office.x.gsi.gov.uk

3 February, 2006

Nortel Response to 'Transformational Government Enabled by Technology'

As a recognized leader in communications, Nortel welcomes this opportunity to respond to HM Government's strategy to enable the transformation of public services by technology. Nortel wishes to congratulate HM Government on the comprehensive and clear strategy and would like to contribute to the process by making a number of observations.

It is clear that there is an ambitious change programme - which is as much if not more - dependent on fundamental changes to the way in which government does business as much as technology. It is Nortel's view that the goals set out by the paper, especially those associated with shared services, depend heavily upon the success of the Service Transformation Board. The composition, capability, and buy in by departments, to this Board are key elements in the implementation.

Nortel believes there are many "best practice" capabilities already in place in the commercial arena which can be leveraged to underpin the implementation of this strategy. Nortel would willingly participate in any joint industry/government groupings to help ensure successful implementation; we are particularly interested in how the industrial interface(s) will be established.

From a pragmatic viewpoint the discussion on removal of "legacy" systems and the subsequent release of funds through modernisation on to (an assumed) open architecture is a laudable goal. However the situation is such that changeover from legacy "stovepipes" to something that is "not a stovepipe" is a challenging activity - especially when in a live operational environment - and the costs associated with



implementing a new system often exceed the aspired savings identified in the planning stage. Nortel believes there are several approaches to successfully achieving this goal which are worthy of examination.

Nortel believes the goal of shared services is highly commendable and notes there are many interdependencies between the eight key areas set out in the paper. It does not make economic sense to have parallel capabilities such as call centres, wide area networking, duplicate (indeed multiple instances of) data collection, storage, management and retrieval capabilities. Nortel sees the delivery of a shared service capability being fundamental to the success of the programme. We await with interest the direction from the Prime Minister's Delivery Office on the strategy for delivery - how this will be done ensuring competitive procurement together with technical excellence. Our view is that shared services depend heavily on the development of the respective business models and processes which are then underpinned by appropriate and relevant technology.

Nortel would also like to take this opportunity to warmly welcome the establishment of the Chief Information Officers' (CIO) Council believing it is a crucial step forward. Nortel would encourage the development of both formal and informal dialogues between this forum and industry.

Nortel is committed to support HM Government in meeting its Transformation goals and welcomes any opportunity to engage and bring its capability to bear.

Please do not hesitate to contact my office with any queries.

Yours sincerely,

Richard Skaife
Vice-President, Government Programmes, Nortel EMEA

T: 01628 438236

E: rskaife@nortel.com

About Nortel

Nortel delivers communications capabilities that enhance the human experience, ignite and empower global commerce, and secure and protect the world's most critical information. Nortel provides high-performance network-infrastructure and technology to service providers (including public carriers, cable operators, wireless operators and IP service providers), and to businesses and institutions of all types and sizes, in more than 150 countries.