

Transformational Government - our progress in 2008

Delivering better, more efficient
services for everyone



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Foreword by John Suffolk



The public sector, unlike its private sector counterparts, cannot select who it wishes to do business with. We deal with every citizen and every business regardless of their ability, location, language and access point. Every day

millions of people and businesses are served. At its peak in January 2009, 10 citizens were filing their tax return every second. The Health Service handles over 300 million consultations every year and the Department for Work and Pensions delivers £121 billion of payments each year to over 190 countries.

All of this is underpinned by the effective use of technology. Without IT the country would grind to a halt and therefore it is with pride and pleasure that I thank all of the 50,000 IT professionals working in the public sector and our colleagues in the private sector who support us with their brilliance, passion and pride - thank you.

Our third annual report continues to show progress across the three core strands of putting the citizen at the heart of what we do; shared services; and professionalising IT-enabled business change. This year saw the launch of our Greening Government ICT strategy, a significant rewrite and expansion of our approach to open source, open standards and re-use, and the introduction of our work to use web 2.0 tools and techniques to work with citizens to collaborate, co-create and communicate.

This last year saw dramatic shifts in the world economy which will shape our agenda going forward. Excellent service to citizens and businesses will still be at the forefront of our agenda but even more focus on driving value out of the investments we make will be paramount. To make progress we must re-use, not re-invent. We must invest where we can create value for all, not for one. We must engage with citizens, as we cannot second-guess the needs of those who use our services. We must collaborate and join up services across the many and varied boundaries, as we cannot operate in isolation.



Once again, and with thanks to our departmental colleagues, we are able to show the large scale progress that is being made across government which will continue to grow in strength as we move towards a new era of public service reform.

A handwritten signature in black ink that reads "John Suffolk". The signature is written in a cursive, slightly informal style.

John Suffolk
HM Government Chief Information Officer



Executive summary

This is the third annual Transformational Government report, setting out the progress that has been made during 2008.



It shows how the Cabinet Office has worked with government departments and the wider public sector across service boundaries to develop solutions, programmes and services that are both effective and efficient from the perspective of the customer, the taxpayer and staff.

Government is committed to a range of citizen-focused activities designed to optimise service design and delivery, and is proud that the United Kingdom is held up as providing some world-class examples of Transformational Government.

Three years on, progress has been made in the three major change areas set out in the Transformational Government strategy in 2005:

- ▶ **A focus on the citizen - not the supplier of public services.**
- ▶ **Joining up - to reduce wasteful duplication and enable personalisation.**
- ▶ **More professional project delivery - through better staff skills and more effective programme monitoring.**

In June 2008, the Prime Minister set out the next stage of reforming public services, driving improvements through giving greater power to the citizen, fostering professionalism across services and providing greater strategic leadership from the centre of government.⁰¹ In March 2009 the Government published **Working together - Public services on your side**⁰² setting out how the delivery of this approach will be accelerated over the next year. Transformational Government embraces this reform: giving people more power over the services they use, such as through better information on service performance; enhancing professionalism through the joining up of services around the needs of customers and in the management of IT programmes; and providing strategic leadership in the transformation of services.

As this report is published, we find ourselves facing tough economic times. It is therefore even more important that IT service delivery continues to be a very significant and important part of public service reform, improving streamlined access to services, sharing information and enabling the automation of processes, as well as delivering efficient new ways for both citizens and businesses to deal effectively with government.

Innovation has been an important part of what we have achieved in 2008 - for example, in March we saw the Government establish a new independent expert **Power of Information Task Force**⁰³ to explore how new developments on the internet can help to improve public service outcomes.

Focus on the citizen

Citizen-centred services

Our focus on the transformation of public services has continued and 2008 saw an increase in activity supported by the publication of *Customer Satisfaction* (February 2008) and **Customer Journey Mapping Guidance**⁰⁴ (March 2008), and the launch of the new **Local Government Customer Insight Forum**⁰⁵ (May 2008).

Tell Us Once⁰⁶ is a major example of service redesign based on the effective use of customer insight. This programme, led by the Department for Work and Pensions (DWP), is changing the way in which people interact with government. It demonstrates one of the key principles of service transformation: the better co-ordination of service delivery whether through face-to-face, online or telephone services. Similarly, as a result of government's focus on rationalising a number of websites, **Directgov**⁰⁷ now has over 15 million visits a month, and the customer satisfaction rate for Businesslink.gov.uk is over 90% (as reported in its May 2008 survey), which puts it ahead of the best commercial comparators such as Amazon.com.

01 www.cabinetoffice.gov.uk/strategy/publications/excellence_and_fairness.aspx

02 www.hmg.gov.uk/workingtogether.aspx

03 <http://powerofinformation.wordpress.com/>

04 www.cabinetoffice.gov.uk/public_service_reform/delivery_council/cjm.aspx

05 www.idea.gov.uk/idk/core/page.do?pageId=8755198

06 www.dwp.gov.uk/mediacentre/pressreleases/2008/nov/hse113-141108.asp

07 www.direct.gov.uk/en/index.htm

NHS Choices⁰⁸ is the number one health information website in the UK, making it more popular than Boots or Bupa.

Keeping citizens' data safe

Our systems and processes that handle personal data must also be secure and robust. Information assurance and data sharing were covered in the **Data Handling Review**⁰⁹ the review was conducted following last year's data losses and its findings published in July 2008. Government has set in place the regulatory and security framework that provides the essential basis for the proper storage, use and sharing of data.

By the end of March 2008, DWP's shared services had delivered cumulative savings of £50 million or around 15% year on year. The Department is on track to deliver a further 13% by the end of 2008/09, bringing the cumulative total to £100 million.

The **Central Sponsor for Information Assurance (CSIA)**¹⁰ and its strategic partner the National Technical Authority for Information Assurance (CESG) have worked vigorously across the public sector to implement large-scale encryption programmes (20,000 laptops encrypted in the Ministry of Defence (MoD) alone), staff training on information security (covering 90,000 staff at HM Revenue and Customs (HMRC)) and a wide range of other recommendations.

Joining up – shared services¹¹

Work continued in 2008 to join up front- and back-office services, with the majority of central government employees now served by shared human resources (HR) and finance systems.

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In local government, the **Front Office Shared Services (FOSS) programme**¹² investigates opportunities for local authorities to deliver more integrated and efficient services through shared front-office arrangements. Examples include one-stop shops, contact centres, web portals and home visiting schemes. Case studies and guidance can be found on the **Improvement and Development Agency (IDeA)**¹³ website.

08 www.nhs.uk/Pages/homepage.aspx

09 www.cabinetoffice.gov.uk/reports/data_handling.aspx

10 www.cabinetoffice.gov.uk/csia.aspx

11 www.cabinetoffice.gov.uk/cio/shared_services.aspx

12 www.idea.gov.uk/idk/core/page.do?pagelId=8551949

13 www.idea.gov.uk/idk/core/page.do?pagelId=8551949

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More professional project delivery

IT and IT professionalism¹⁴

The ambition for widespread technology-enabled business change is challenging, yet achievable if accompanied by a step change in the professionalism with which it is delivered. This year saw the Government IT Profession develop an interlinked framework to help drive, support and embed professionalism across the public sector.

ICT strategy

Better services for the citizen are being supported by our strategic approach to information and communications technology (ICT). This means flexible systems with open, common standards that support the delivery of streamlined, joined-up and efficient services. Initiatives include: an Open Source Action Plan to improve value for money in the use of software for government; a strategy to ensure that we work more efficiently with key suppliers; and the development of an action plan that will lead the way in green IT.

CIO Council expenditure

We have continued to develop mechanisms for monitoring our expenditure and, once again, year-on-year comparisons can be made for most organisations represented in the Chief Information Officer (CIO) Council. However, there

are a few exceptions because of machinery of government changes, changes in the method of budgeting, or where figures have not been provided. Bearing in mind these caveats, the total expenditure for 2007/08 is £13.65 billion.

Part 2 of the report – contributions from public sector providers

Part 2 of the report contains an increased number of public sector contributions, showing the substantial progress that has been made in transformational activities across the whole of government. The contributions cover health, education, justice, business, local government, our overseas interests, and the three devolved governments of Scotland, Northern Ireland and the Welsh Assembly.

Additional information on the work of the CIO Council and Transformational Government, and access to a range of Transformational Government case studies, can be found on the [CIO website](#).¹⁵

¹⁴ www.cabinetoffice.gov.uk/cio/itprofession/about.aspx

¹⁵ www.cabinetoffice.gov.uk/cio.aspx