



**Collaborative working across Government:
Final Report**

May 2008

Prepared by

:

Christina Emslie/ Mark Gordon
COI Strategic Consultancy

Hercules Road

London SE1 7DU

Date: 16th June, 2008

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Introduction

The impetus behind Transformational Government is generating an increasing number of cross-government projects run by virtual teams from different departments; horizontal working is no longer an exception in the public sector. The cultures, tools and structures in place were, however, not originally chosen and implemented with collaboration in mind. IT systems are usually proprietary to a department and secured against outside access, whilst workplace values do not place a high stress on sharing data. Indeed recent high profile incidents around data security have meant a further deterioration in the flow of information outside the firewalls, real or metaphorical, of individual government departments.

The Transformational Government unit of the Cabinet Office has asked the COI to help them understand what exactly are the barriers hindering collaboration across government departments. Are they human, cultural or technical? How do collaborative projects work in an ideal world? What might the implications be if the public sector were unable to update its systems and working practices? What are the risks to the delivery of critical projects and outputs?

While the primary focus has been on collaboration across Government, research has shown that collaboration within each Department or other organisation, as well as collaboration with Local Government and external stakeholders, is also very important. Effective collaborative working (with the accompanying mindset) at a micro level seems to be a prerequisite for wider collaboration.

Methodology

- Attendees of the Transformational Government 2008 conference were invited to participate in one of two workshops.
- The workshops took place at the Cabinet Office on April 7th and 16th, involving a total of 35 attendees from across Government.
- The initial workshop took a broad approach, seeking to draw out a full range of views on the current context of collaborative working, including points of best practice and barriers to further improvement.
- The findings from workshop one informed the discussion during workshop two, which sought to define the enablers, blockers, barriers, motivators and benefits of collaborative working more clearly.
- Following the workshops, two group interviews (with 4 people and 2 people respectively) were conducted with representatives of the Foreign and Commonwealth Office and Department of Work and Pensions. The themes and ideas raised in the workshops were tested during these in-depth discussions, as well as drawing out some individual case studies illustrating successful collaborative working in practice.

- The workshops and interviews were used to drive out the relevant issues in this debate and design an online questionnaire to be circulated to a wider group of cross-government collaborators.
- This questionnaire has been used to generate quantifiable data focussing on the importance of collaboration at different levels, the tools currently being used, the barriers, motivators and benefits. Questions inviting further free form commentary and examples of best practice were also included.
- The questionnaire was sent to 361 government colleagues (initially on 25th April, some added at a later stage), which included:
 - 78 Fast Streamers
 - 48 Heads of Professions
 - 11 Internal TMP62 members
 - 224 Government collaborators, composed of delegates from the Transformational Government conference and those who attended or were interested in attending the workshops
- It should be noted that the latter group of 224 were likely to have an existing interest or involvement in collaborative working. The results may therefore indicate a more positive or proactive stance than would be found through a blind cross-Government sample.
- The survey has attracted a response rate of 55% (199 respondents), which is unusually high and indicative of strong engagement with the subject.
- The sample included respondents from a broad number of Government Departments and other organisations, as well as people of different ages and grades (for a detailed breakdown of the respondents, see the Appendix, questions 10 – 15).
- Over a third of respondents worked in policy (38.5%), with a further 46.5% describing their role as 'other central function'. One tenth of respondents worked in an Executive Agency, while just over 1% came from Local Government.
- The splits according to grade were as follows:
 - Senior Civil Service, Pay Band 1: 13%
 - Senior Civil service, Director level and above: 17%
 - Grade 6/7: 39%
 - Below Grade 7: 27%
 - Other: 5%
- The greatest proportion (45%) had worked within the Civil Service for over 10 years. However, 9% had been there for under a year, with a further 14% who had worked in the Civil Service for between 1 and 2 years. A large proportion (23%) had been there for between 3 and 5 years, whilst 8% had been there for between 6 and 10 years. This represented a good spread between relative newcomers to the Civil Service and longstanding employees.

- The age range of respondents was evenly spread, with 27% being 30 or under, 22% being 31 – 40, 32% being 41 – 50, 19% being 51 to 60 and 1% being 61 or over.
- Female respondents accounted for 53% of the sample, and male 47%.

Executive Summary

- There is a strong appetite across Government for working in a more effective collaborative way. This extends to willingness to be involved in shaping and contributing to the collaborative agenda.
- Over 90% of survey respondents felt collaboration across their teams, units, departments and Central Government was either 'very' or 'quite' important.
- Collaborative working at present is falling far short of expectations, given the importance attached to it.
- The potential benefits of effective collaborative working are acknowledged as very helpful, as well as being many and varied.
- Being able to find the right people across Government was seen as a great benefit and something which should be addressed in the short term.
- Collaborative initiatives need to be underpinned by a shift in Government working culture – collaborative tools will only succeed in a collaborative environment.
- The variations in structure and working practices at different organisations must be taken into account when planning collaborative initiatives.
- Email, direct phone calls and face-to-face meetings are used most to aid collaboration at present, although email is not seen as very effective.
- The absence of relationships across Government, territorial attitudes and the focus on short term delivery were selected as key barriers to improved collaborative working by survey respondents.
- Workshop participants were concerned about the seriousness and number of risks should Government not improve its collaborative working.
- Good practice in collaborative working does exist, but innovation and success is occurring in silos.
- Seeing senior civil servants setting an example in working collaboratively was the factor that would motivate people most strongly to change.
- A significant majority of survey respondents were willing to be involved in a community of practice supporting the collaborative agenda.

Overall findings: Collaboration today

Climate

- ***Enthusiastic reaction to the collaborative agenda***

The research has indicated that a significant number of people working across Government are enthusiastic about playing an active role in shaping the agenda on collaboration. The high response rate to the survey attests to this, as well as the high proportion choosing to fill in the optional free form sections and volunteering for involvement in a future community of interest (78%).

Furthermore, both workshops in April were oversubscribed, with many more who could not attend expressing their interest. It is also worth noting that many of those who were initially invited to the workshops circulated the invitation to wider circles of colleagues, suggesting that the proposed workshop agenda was seen as relevant and of interest to a wide variety of people. The workshops themselves stimulated very positive and proactive discussions; it was clear that the participants saw the subject as one of high priority.

- ***Need for a collaborative culture to be developed***

There was a strong opinion expressed during both the workshops and group interviews that a collaborative culture must be established prior to the implementation of a technical tool. It was felt that only if a culture existed which was conducive to collaboration would any tool be used widely enough to make it effective. Indeed, a discussion about the merits of competing technical and IT solutions was conspicuous by its absence during the workshops and interviews. It was very much felt that the essence of collaboration was human contact rather than technical systems.

A comment was made during the workshops summarising this perspective, stating that "collaboration is a mindset". Other relevant comments included:

- "I would be very cautious in talking about a "collaborative working tool"; a tool is only as useful as the experience, skill and willingness of the user to use it well. If we can introduce a cross-governmental collaborative environment, which would be great - we must make sure it is supported by clearly thought through processes and guidance to ensure we make best use of it. Just launching a "tool" and leaving it there to be used will not work. We introduced IBMs collaborative tool, Quickplace (now QuickR) here in DH and it just lay there idle for a couple of years until responsibility transferred to my team. We developed a training programme and application process and are now using it extensively and with increasing effectiveness."
- "Openness and honesty and trust are very key to successful collaboration"
- "Collaboration is about encouraging people and seeing some benefits from working together and rewarding such behaviour."

- “I think it is too easy to blame the lack of suitable tooling for non-collaboration. Fundamentally this is about leadership, both ministerially and at SCS level, not about media or tools.”
 - “Collaborative tools are only effective if the culture and governance of the organisation is in place to allow them to succeed.”
- ***Recognition and respect of different cultures and working procedures existing at different organisations***

It was widely felt that collaboration must be prefaced by recognition (and respect) of the different working cultures that exist across Government. A comment was made during a group interview that, given the same task, one department might produce a 3 page summary turned around in a day, another might develop a 40 slide PowerPoint presentation in a week, and another might work on a detailed 300 page report which took a month.

The way to counteract this was felt to be a thorough period of scoping and planning at the outset of a collaborative task, to enable each participating organisation or individual to be clear on the purpose, output and timescale required.

The following comments illustrate this point:

- “Collaboration needs to be underpinned by knowledge of others’ needs, challenges and objectives. Recognising that collaboration takes time and sometimes formalisation rather than ad hoc, marginal time...”
 - “We need to be better at defining the benefits [of collaborative working] and ensuring that each Department takes personal ownership for their delivery, in a more structured way early on.”
 - “When working with Government we have to fit into our sponsoring body; we have to fit into their constraints with very little, if any, debate on how an objective might be achieved together. Although at a strategic level there are some very good relationships between us, a culture of collaboration is largely missing. We should not be looking only at projects, but at the way of working across the board.”
- ***Collaboration is viewed as critical – and increasingly so closer to home***

Survey respondents were asked how important collaborative working was at various levels:

- Their immediate team
- The wider unit of which their team is a part
- The Government Department or other organisation they work for

- Across Central Government
- Between Central Government and Local Government/other parts of the public sector
- With stakeholders and organisations in the Third Sector (voluntary and community)
- With stakeholders and organisations in the private sector

The results represent strong evidence that collaborative working is viewed as important by a large majority of people across all the levels listed above. It is particularly critical to people at the more personal end of the scale.

When considering collaboration with stakeholders and organisations in the private sector and the Third Sector 35% of respondents in each case described this as very important. This increased to 49% when thinking about collaboration between Central and Local Government and then up to 69% when the context was across Central Government. When this was further narrowed to collaboration across their own Department or organisation, 77% described this as very important.

Finally, when considering collaboration within the wider unit of which their team is a part and within their own immediate team, 80% of respondents in both cases were convinced this was very important.

If those who answered 'very important' and 'quite important' are amalgamated, resultant proportions represent a strong business case for the importance of collaborative working. The percentages for these combined responses are as follows:

- Their immediate team: 97%
- The wider unit of which their team is a part: 97%
- The Government Department or other organisation they work for: 97%
- Across Central Government: 98%
- Between Central Government and Local Government/other parts of the public sector: 89%
- With stakeholders and organisations in the Third Sector (voluntary and community): 83%
- With stakeholders and organisations in the private sector: 85%

No more than 1% of respondents described collaboration as 'not at all important' at any of the above levels.

- ***Collaborative working in practice is not matching expectations***

Although collaboration is widely viewed as quite or very important, survey respondents have strongly indicated that collaboration is not currently working as well as it should do.

When considering collaboration within their immediate team, although 80% described this as very important, only 38% felt this was working very well in practice.

The difference became even more evident as respondents were asked to evaluate the success of collaborative working across wider contexts. When considering the wider unit of which their team was a part, only 20% described this as working very well. This proportion decreased significantly again when extended to the Department or organisation they worked in, with only 7% feeling collaboration was working very well. Across these three levels, the majority of respondents described collaboration as working 'quite well'.

This emphasis shifted when the context was expanded further, to across Central Government and beyond. Across Central Government, 53% felt collaboration was working 'not very well', while just 3% felt it was working 'very well'. This was a particularly stark contrast to the 69% who felt collaboration across Central Government was 'very important'.

When looking at collaboration between Central Government and Local Government/other parts of the public sector, 44% of respondents felt collaboration was working 'not very well', with a further 21% answering 'not at all well'.

Tools used today

- ***Email is the most commonly utilised tool***

The tools used most frequently at present to aid collaborative working are email, direct phone calls and face-to-face meetings.

Every respondent used email at least occasionally, with 84% stating that they used it 'a lot'. A similarly high proportion (72%) used face-to-face meetings 'a lot' to help them work collaboratively, with a further 23% using this mechanism 'sometimes'. Direct phone calls were also used 'a lot' by 65% of respondents. Audio conference calls were the next most popular tool, with 18% using them 'a lot', 41% using them 'sometimes' and 31% using them 'occasionally'.

Video conferencing was less common, used 'occasionally' by 42% and not at all by 23%. The majority (57%) never used online discussion groups, with 26% using them occasionally. Conversely, online document sharing systems of areas were used by a greater proportion of respondents, with 12% using them 'a lot', 26% using them 'sometimes' and 29% using them 'occasionally'. However, 31% used them 'not at all'.

- ***Face-to-face meetings and direct phone calls seen as more effective collaborative tools***

Although email was used most frequently as a collaborative tool, it was seen as 'very helpful' by a proportionally low number of respondents. Just 47% described email as a 'very helpful' collaborative tool, in contrast to the 89% score for face-to-face meetings and 74% score for direct phone calls. Email was described as 'quite helpful' by 45% of respondents, with a further 7% describing it as 'occasionally helpful'.

- ***Email can inhibit collaborative working***

A number of survey respondents and workshop participants highlighted the limitations and/or problems arising from using email as a collaborative tool. A continuing exponential rise in email traffic was cited as a key risk of not improving collaborative working. Email was seen as unwieldy, open to misinterpretation and weighing people down with unnecessary volumes of information.

- "I hate email communication as a tool for good collaborative working. It can be time consuming and requires a high level of skill on all sides to work effectively using this medium. Email is good for brief information and updates."

It was noted that email often seemed to limit collaboration to one particular level or individual point of contact. It was felt that information could be shared via email with a particular contact within a different Department or organisation, but that this would not then be disseminated up and down within the organisation. The challenge was felt to be extending this direct, singular form of collaboration amongst a wider community. One interviewee commented that the "culture of experimentation inside the core [collaborative] team does not transfer to the next layer of the onion".

Various proprietary tools were mentioned during the survey and workshops that are in operation within certain Departments. The point was made that although these tools may work well and aid collaboration at an inter-departmental level, they often inhibit broader collaborative working across Government. It was felt that initiatives such as Sharepoint, Quickplace and 'Online Communities' are adopted in a siloed fashion, with the resulting variation in working practices complicating the process of collaboration.

Barriers

The discussions at the workshops and during the interviews revealed that the barriers to collaborative working were many and varied. The diverse views on this subject were reinforced when tested with survey respondents. Fourteen potential barriers were listed, with respondents being asked to choose and rank the five they felt were the most important.

Voting was diverse, with choices scattered widely amongst all of the identified barriers. Furthermore, a significant minority (24 respondents) felt there was a top 5 barrier which was not covered within any of this group of fourteen.

However, there were some identifiable trends within this topic area, with 'Absence of relationships across government on which to base collaborative projects' being chosen as one of the five key factors by the largest number of respondents (128).

This was closely followed by a 'Territorial and/or competitive attitude' that was included as a top 5 barrier by 120 respondents. A 'focus on short term delivery' was the third most frequently chosen option with 105 selections.

Following these three factors, the next most frequently selected barriers were:

- Churn in ministerial and/or senior posts generating uncertainty about strategic direction
- Unsure who will take responsibility for outcomes
- Difficulty in finding the right people to work with
- Risk averse culture
- Objectives relate to personal achievement, not collaborative achievement
- Unsure what the tangible benefits are to each party
- Administrative barriers in obtaining sign off to work collaboratively

All of the above factors were selected as a top 5 barrier by 50 or more respondents.

Another factor that was highlighted sporadically as a very important factor by interviewees and workshop participants was the problem of uneven funding of projects. One commented that "unlocking funding models" was a pre-requisite for successful collaboration.

This multitude of barriers reflects the idea that collaboration is perceived as an additional workload: "not collaborating makes your life easier as transaction costs are currently so high".

Risks

Workshop participants explored the subject of the risks Government faces if it does not move to working in a more collaborative manner. Significant and varied risks were identified, with a broad consensus as to the overall importance of improving current collaborative practices.

Potential risks included:

- Inability to attract and retain the younger generation of employees, who expect Government to work in a progressive, IT literate fashion.
- Inefficient working with a corresponding waste of public money: "reinventing the wheel".
- Production of lower quality policy that has not leveraged the expertise and knowledge of diverse organisations across Government.
- Reputational damage both internally and externally, including accusations of 'not being fit for purpose'.

- Deterioration of relationship with key allies who are moving actively towards collaborative working practices.
- Possibility of a 'divide and rule' scenario in which certain Departments or organisations hold disproportionate power.
- Sense of uncertainty through 'not knowing what we don't know', making serious mistakes and public enquiries more likely.
- Situations where a non-collaborative approach can have serious, practical implications (e.g. an example was cited where representatives of FCO, DFID and MOD were resident in a shared building in Kandahar province, but were unable to share key data across systems).

Good practice

Despite the challenges highlighted by participants, survey and workshop participants volunteered many examples of successful collaborative working. Factors that were repeatedly highlighted as crucial to collaborative success included strong leadership, lots of face-to-face communication, clarification of the roles of each party involved and benefits to the end user.

- "The project I have in mind was with an external contractor. They were helping us to deliver an extensive KN training & engagement programme that had a number of facets to it. We set up an external Quickplace (our collaborative tool) to manage the programme - developing and refining the materials together, sharing and analysing the evaluations and managing the logistics. It cut down hugely on phone calls, emails and duplication of effort generally. In terms of good practice - we established an agreed structure and processes for managing our work and were vigorous in using it as the place to keep material relating to the programme."
- "DfT often works collaboratively with the CAA (Civil Aviation Authority) to negotiate European legislation on aviation. Setting out clear terms of engagement and having a coordination/focal point for the project in each organisation is key to success and helps to avoid confusion, tension and inefficiency."
- "In the past few years there have been many examples, unsurprisingly, in e-government, service transformation and digital inclusion. The KSF is using focus on a common interest, issue, outcome or customer, maintaining that focus throughout and using that to develop a team spirit and 'loyalty'."
- "Cross-DWP Programme to move all benefit payments into electronic payments. Collaboration between DWP agencies was excellent because the benefits were clearly understood, and everyone knew and agreed what they had to do individually in order for benefits to be achieved. A performance management reporting model gave transparency for each business area towards their delivery and how this affected the programme overall by CSFs."

- “Tower 08' joint project with Intellect. This required clear scoping and parameters for the exercise, clarity of roles, and the agreement of a communication strategy which all felt comfortable with. Frequent and regular communication face to face and telephone...mutual respect...trust.”
- “The development of the cross-government pandemic flu framework and associated suite of guidance and the continuing work to prepare all sectors of the UK for a pandemic is an excellent example. It has not been straightforward and the work still has some way to go but every step of the process has involved collaboration between Government Departments and the various sectors in the field - from major pharmaceutical industries to the WI. Good practice has included an inclusive approach to policy development, careful attention to keeping stakeholders up to date with developments (e.g. 'Pandemic FluNews') and determined programme management with clarity of objectives, roles and expectations.”
- “Project to develop UK policy on bio-fuels in the context of the RTFO and possible EU legislation. Good practice included: strong effort to find interested parties; willingness to compromise and baseline evidence; good project management. One key success factor was a demand from the centre (i.e. me) that departments sort this out and come up with a UK position so as not be diplomatically isolated or fail to intervene when necessary. This needs strength not to put up with excuses and a certain amount of leverage (e.g. No. 10). Not all projects will need that level of oomph, but it is all about leadership.”
- “Setting up of a shared services contract providing knowledge and information management services to another Government Department. Good practice included regular, minuted face-to-face meetings, the identification of clear responsibility for agreed actions, and identification of limits of authority (e.g. what we could be expected to do with members of the OGD, and what matters were the internal responsibility of the OGD).”
- “The Highways Agency worked with its lawyers in building an online document repository in preparation for a major litigation case against one of its engineering partners. This proved to be central in negotiating an out-of-court settlement, saving the taxpayer millions of pounds.”
- “I am currently working with the Court Services across the UK in pursuit of common good/best practice in obtaining customer insight. I routinely work on collaborative projects across the Court system. Success is about setting and getting buy-in to a collective vision, aimed at improving the service to the customer, then involving all parts of the delivery chain in the work required to achieve this. And not being afraid to celebrate success and make people feel proud of their achievement.”
- “DirectGov - the best example of collaboration for the joined-up delivery of government services on-line. It uses the idea of joint-ownership to build buy-in from across government (while this is hard and takes time to establish, it is the only way of achieving true collaboration for major initiatives). This has shown the advantages of cross-departmental working and, even with the other barriers that exist today, has shown collaboration and joint delivery is possible.”

- “Joint working with Scottish HE Sector. Working through a jointly chaired (Minister plus Universities Scotland) taskforce. Built on foundation of trust, helped by a 24 hour away-day at the start of the process.”

Findings: Collaboration in the future

What is wanted

Survey participants were asked how helpful they would find a range of benefits when working successfully in a collaborative way. Each of these benefits was ranked as very/quite helpful by a large majority, demonstrating the strong support for an increasingly collaborative way of working.

The benefit which was ranked as 'very helpful' by the greatest number of respondents was the 'ability to search for the right people more easily' (153 respondents). This was backed up a significant number of comments in the free form sections of the questionnaire, in which this factor was raised spontaneously as a critical issue to address.

- "The most important thing to sort, as a first step, is a shared directory across Government so we can find the people we need to collaborate with."
- "What is required is better Directory facilities to make it easier to find and contact the right person in other Government departments and a commitment from Departments to share contact details."
- "There has to be a cross government phone directory searchable by functional area. Thematic 'tags' should be attached to each team so that a single query can suggest who should be approached on a query, perhaps using a 'relevance' score such as that used by Internet search engines. If you put the whole thing on the GSI then you could even use Google's search engine. Updating the directory can be made an objective for individual annual reports."
- "Databases need to be kept fully up to date to ensure that staff email addresses and telephone numbers are correct, and that when staff leave they are removed from the database. Also a description of their area of work would be extremely useful."
- "We need to get the basics right – i.e. being able to find the right people easily."

The second most popular benefit, ranked as 'very important' by 143 respondents, was the 'ability to access knowledge and information from others'. This was closely followed by 'saving time by avoiding replicating work which has already been done', which was selected as 'very important' by 141 people. Other popular benefits included 'ability to share your knowledge and information' and 'help in building better relationships and contacts', ranked as 'very important' by 124 and 104 respondents respectively.

What will hasten adoption

Survey participants were asked to select and rank the top 3 factors they felt would help ensure the success of collaborative working initiatives. The factor selected most

frequently, both as one of the top 3 and as the most important factor overall, was 'seeing senior civil servants setting an example in working collaboratively.'" This was chosen as the most motivating factor by 62 respondents, which was over twice as many as the next most popular choice. Overall, 139 respondents selected this option within their top 3 choices.

Still looking at those factors ranked first by respondents, 30 people felt 'having an objective relating to collaboration integrated into everyone's targets' was critical. This factor had been highlighted by workshop participants as a practical and effective way of ensuring collaborative working was integrated into everyone's role, and made everyone's responsibility.

'Celebrate examples of successful collaborative work' was selected by a further 27 people as the number one factor in ensuring a successful change of culture. However, a higher proportion chose this option as the second or third most important factor.

Overall, the next most popular factor was 'introducing an element of compulsion', which was ranked almost equally across the first, second and third choice by 66 respondents in total.

Findings: Analysis by demographics

The findings described above are representative of the total survey sample.

However, the results can also be analysed according to a number of variables, including age, gender and grade. This allows an assessment of whether views vary significantly across these variables; for instance, between those respondents aged 40 or under and those aged 41 or over, between men and women or between Senior Civil Servants and those at Grade 6 or below.

As the sample size is relatively small, not every difference in response rates can be termed statistically significant. Only those differences which are statistically significant, reliable to 95%, are mentioned below.

Analysis by age range

Segmenting the respondents into two broad groups (those aged 40 or under and those aged 41 or over), the differences in response ratings are not generally statistically significant. There are two areas in which there are notable differences; namely, the kind of tools they use at present to help them work collaboratively and the benefits they feel they would gain.

Looking at the kind of tools used at present, direct phone calls are the first point of difference, with the 72% of the 40 and under age group stating they use this medium 'a lot'. Only 56% of those aged 41 and over use direct phone calls 'a lot'.

Conversely, face-to-face meetings are used 'a lot' by a significantly higher proportion of the 41 and over age group. While 81% of this age group used face-to-face meetings 'a lot' to help them work collaboratively, this decreased to 60% among those aged 40 or under.

The use of online document sharing systems or areas also varies significantly across these two broad age ranges. Although around 10% of both groups use this mechanism 'a lot', a further 34% of those aged 41 or over use them 'sometimes' and only 24% of this age group does not use this kind of tool at all. In comparison, 20% of those aged 40 or under use this tool 'sometimes' and a far higher proportion, 40%, do not ever use it.

In summary, those aged 40 or under are more likely to use direct phone calls a lot to help them work collaboratively, whereas those aged 41 or over are more likely than their younger peers to utilise face-to-face meetings and online document sharing systems.

Analysis by gender

Responses from male and female respondents were broadly similar in most areas. However, there were some notable differences in how important they felt collaboration at different levels was, as well as how helpful they found existing collaborative tools and how helpful they envisaged various benefits of collaboration to be.

While a similar proportion of male and female respondents felt collaboration within team and unit were very important, there was significant difference when considering collaboration across a wider context. When considering collaboration across their Government Department or other organisation they worked for, 69% of male respondents stated that this was very important. However, this proportion increased to 85% amongst female respondents.

Similarly, while 60% of male respondents felt that collaboration across Central Government was very important, the same view was held by 78% of women. Again when considering collaboration between Central Government and Local Government or other parts of the public sector, 41% of men felt this was very important, compared to 56% of women.

Female respondents were more likely to find email a very helpful collaborative tool, with 53% of women agreeing with this statement compared to 37% of men. The only medium which a higher proportion of men than women found 'very helpful' was face-to-face meetings (although this was not a statistically significant difference).

In terms of prospective benefits from working collaboratively, women were more likely to rate them as 'very helpful'. There were three benefits in particular which were ranked as 'very helpful' by a significantly greater proportion of men than women. The first was the 'ability to access a document library of reports, papers, etc.' which was ranked as 'very helpful' by 56% of women and 39% of men. Another was 'saving time by avoiding replicating work which has already been done', which was ranked 'very helpful' by 84% of women and 63% of men. The final one was 'help in speeding up delivery', selected as 'very helpful' by 51% of female respondents and 31% of male respondents.

Analysis by grade

The responses given by the senior civil servants in comparison to those working at Grade 6 or below so not vary enough to be statistically significant in the vast majority of cases. There is slightly more variance if the most senior and most junior sub groups are compared (SCS – Pay Band 1 and those who are below Grade 7) but the number of respondents is too small to yield statistically significant comparisons.

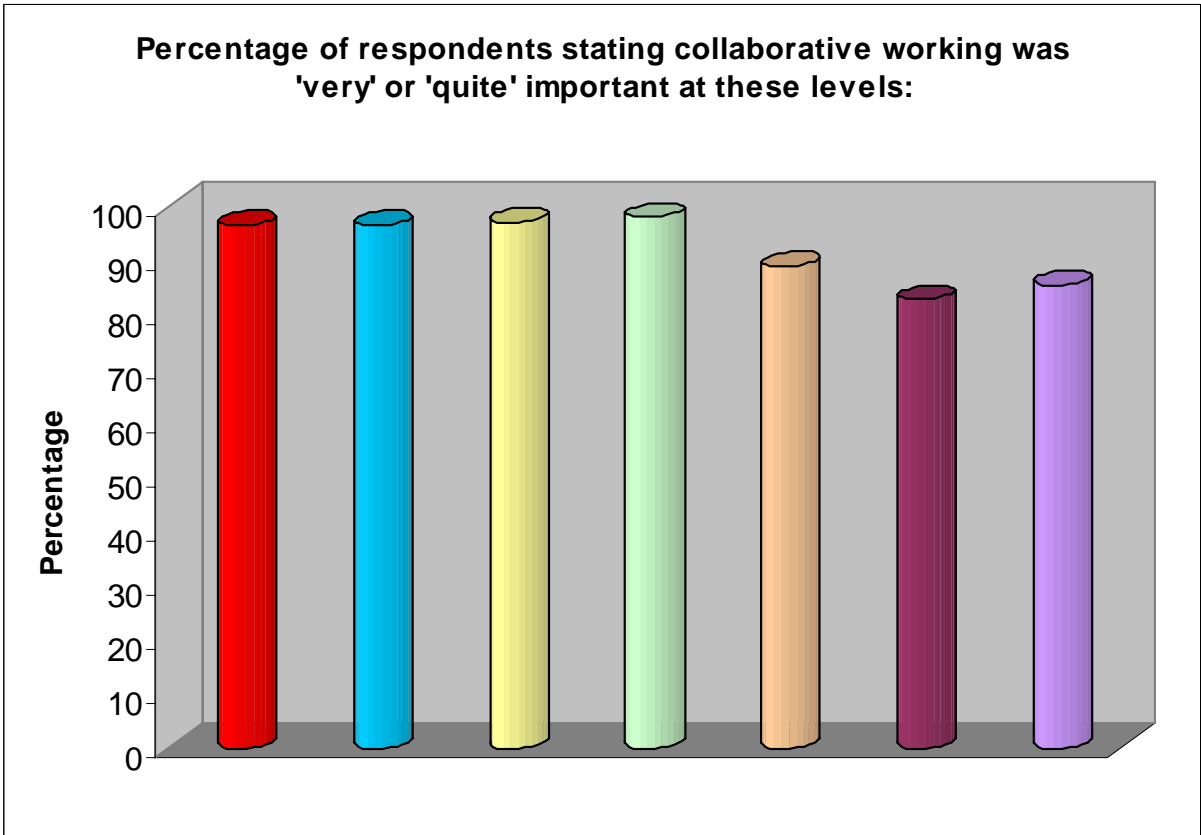
Appendix

The results from the online survey are shown below. Where respondents were invited to fill in free form sections, all responses have been included. Questions 8 and 9 are entirely text-based. Any personal references have been removed.

Question 1

<i>Based on your current role and perspective, how important do you feel collaborative working is at the level of:</i>						
	Very important	Quite important	Not very important	Not at all important	Not applicable	Response count
Your immediate team	160	32	4	2	1	199
The wider unit of which your team is part	159	33	6	0	1	199
Your Government Department (or other organisation that you work for)	154	39	6	0	0	199
Across Central Government	137	58	3	0	1	199
Between Central Government and Local Government/other parts of the public sector	96	80	14	2	6	198
With stakeholders and organisations in the Third Sector (Voluntary and Community)	70	94	22	2	10	198
With stakeholders and organisations in the private sector	69	100	22	2	5	198
				Answered question: 199 Skipped question: 1		

Percentage of respondents stating collaborative working was 'very' or 'quite' important at these levels:

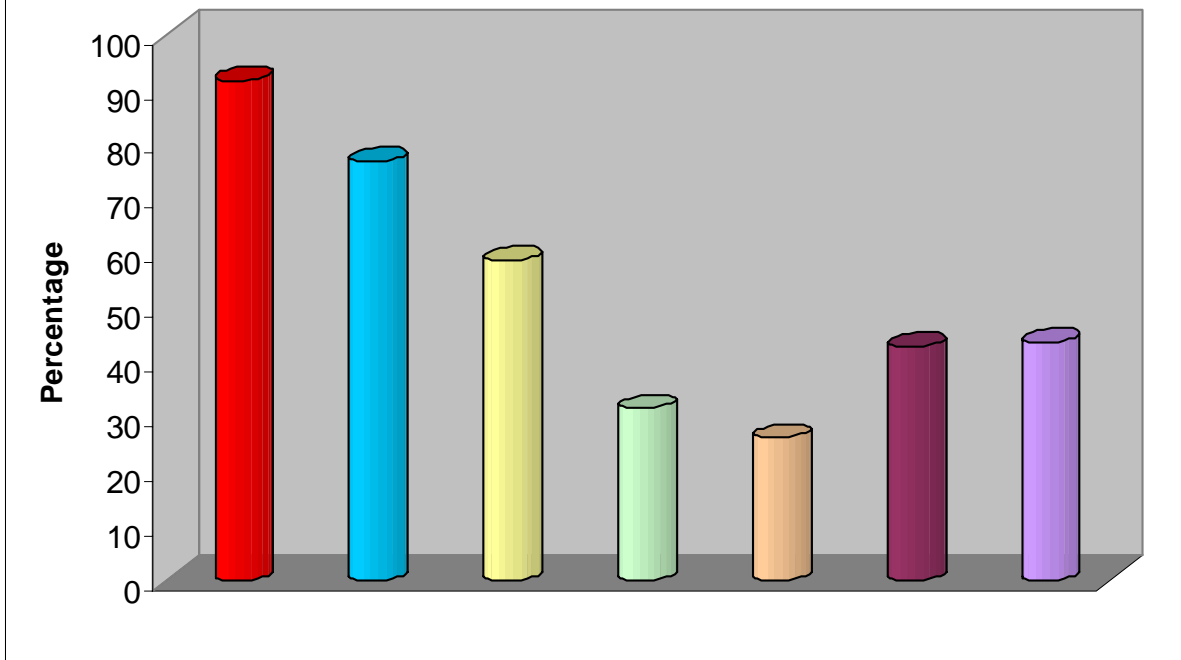


You immediate team	
The wider unit of which your team is part	
Your Government Department (or other organisation that you work for)	
Across Central Government	
Between Central Government and Local Government/other parts of the public sector	
With stakeholders and organisations in the Third Sector (Voluntary and Community)	
With stakeholders and organisations in the private sector	

Question 2

<i>At present, how well is collaboration working at the level of:</i>						
	Very well	Quite well	Not very well	Not at all well	Not applicable	Response count
Your immediate team	75	107	13	0	4	199
The wider unit of which your team is part	40	112	40	3	3	198
Your Government Department (or other organisation that you work for)	13	103	68	14	0	198
Across Central Government	5	57	105	27	3	197
Between Central Government and Local Government/other parts of the public sector	2	49	86	41	18	196
With stakeholders and organisations in the Third Sector (Voluntary and Community)	7	77	67	23	22	196
With stakeholders and organisations in the private sector	11	74	67	30	13	195
				Answered question: 199 Skipped question: 1		

Percentage of respondents stating that collaboration is working 'very' or 'quite' well at the level of:



You immediate team	
The wider unit of which your team is part	
Your Government Department (or other organisation that you work for)	
Across Central Government	
Between Central Government and Local Government/other parts of the public sector	
With stakeholders and organisations in the Third Sector (Voluntary and Community)	
With stakeholders and organisations in the private sector	

Question 3

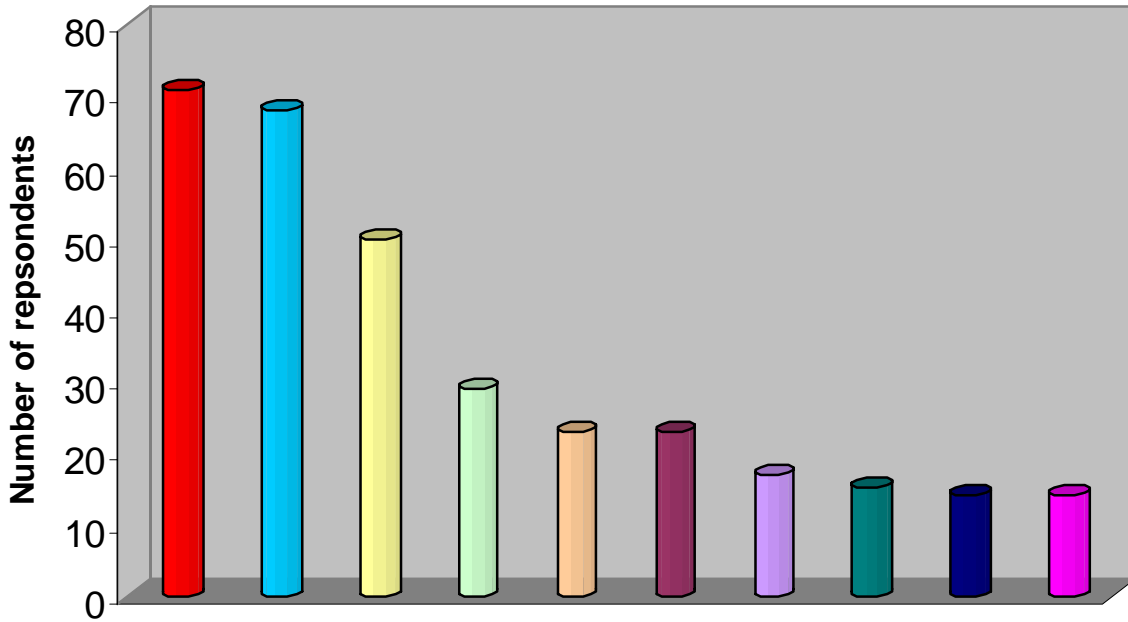
<i>What do you feel are the five most important barriers to successful collaborative working across government?</i>						
	1st	2nd	3rd	4th	5th	Response count
Territorial and/or competitive attitude	49	22	15	19	15	120
Concern that collaborative projects will be unequally funded	10	13	8	7	9	47
Concern that collaborative projects will be unequally resourced	3	11	11	4	10	39
Absence of relationships across government on which to base collaborative projects	36	32	34	14	12	128
Focus on short term delivery	25	25	24	16	15	105
Difficulty in finding the right people to work with	15	14	19	17	2	67
Unsure who will take responsibility for outcomes	10	13	10	26	13	72
Unsure what the tangible benefits are to each party	5	8	7	19	17	56
Changes in data security arrangements	1	5	5	5	14	30
Administrative barriers in obtaining sign off to work collaboratively	3	12	11	9	20	55
Objectives relate to personal achievement, not collaborative achievement	7	7	17	15	14	60
Risk averse culture	4	13	12	17	13	59
Lack of linguistic clarity due to jargons, acronyms etc	0	0	1	4	3	8
Churn in ministerial and/or senior posts generating uncertainty about strategic direction	8	10	13	18	24	73
Other - please rank then specify in box below	11	3	2	1	7	24
				Answered question: 193 Skipped question: 7		




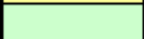
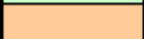


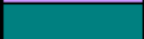


Responses given as 'other':

- Lack of proper analysis and research into what makes strategic collaboration work, and doesn't, with ground-rules, guidance, examples and exemplars.
- People are culturally aligned to their own departments. It takes a long time and rock solid leadership to achieve a culture change like this.
- Lack of real shared outcomes, vision, customer understanding and skills.
- Lack of alignment in objectives for different priorities in resource constrained environment.
- Departments want to retain their autonomy. They often talk about collaborating but their actions are anti-collaborative.
- Issues around funding and benefits.
- Not risk averse culture specifically, just culture: need for a new attitude ('I work for government and ultimately the citizen, not the organisation I happen to be situated in currently').
- Focus on delivery in own Department.
- Fees and charges rules which positively dis-incentivise cross-departmental shared services.
- The biggest issue is flakey IT infrastructure and lack of investment to sort it.
- Competing pressures e.g. if one department is under pressure in one direction, it can be difficult to justify putting resources into 'helping' another department. Indeed often, the political climate can prevent a department from feeling it has the freedom to collaborate with another.
- Occasionally poor quality of Cabinet Office co-ordination across Departments - grasp of subject and implications are two areas of note.
- Substantive projects on collaborative working across Central Government and LAs can lead to significant changes in future cost profiles. So although the net cost to Government may decrease, those units who might have increased costs are often not enthusiastic since they will have a battle to get additional funds – more importantly those Departments that gain from such changes are likely to fiercely resist reductions in their ongoing budgets.
- Collaborative work is time and resource intensive. Incompatible security systems across Government Departments (or difficulty using them).
- Number one barrier is lack of commonly agreed objectives
- A cross-government, searchable database to store results of collaborative working. No mechanism for the wider audience.
- My first three are not listed. Number one is lack of collaborative infrastructure and tools. Number two is lack of mandation. Number three is lack of upfront investment.
- Partnership working is not incentivised. Budget enlargement is generally rewarded which is at odds with the notion of sharing resources even when much better use could be made of them elsewhere.

- Ministerial/senior churn is not the issue so much - it is the lack of real strategic drive for cross-Government working because the projects which would really make the difference are so large and 'scary' in delivery terms and compete with Departmental level objectives in the short term because the benefits would only pay back in the medium-long term. Very difficult to get the sign off/money.
- A fixation with hugely over-engineered processes.
- Leadership accountability, rooted in departmental outcomes, which compete with cross government projects for resources and costs arising in one organisation and benefits in another - as well as the wrong culture in Government Departments.
- Too many sub-groups, not enough understanding across government of the role of the Cabinet Office in leading, and in turn leading could be better.
- Conflict between departmental objectives and cross-government objectives. Financial priorities - who pays? And how does this fit with the other projects a department has to fund? Difference of opinion as to what "citizen-centric" actually means in delivery terms.
- Lack of consideration in policy making of all the possible impacts across various sectors, and therefore lack of identification and understanding of the need to work across other sectors.
- Collaborative working is quite resource intensive, and there is simply too much else to do!
- Lack of commitment from Department leaders.
- Lack of awareness as to who is up to what in which department.
- Internal colleagues controlling business design determining the pace of collaborative working.
- The main reason for us is the distance we feel we need to keep to maintain our independence and balancing that against areas of work where collaboration would be beneficial.
- Absence of recognised/established technical tools to facilitate collaboration.
- First above all things is a belief in processes above outcomes. This means that benefits from collaboration (which are outcome related) are not seen as worth disrupting process (and the process is prioritised).
- Not having aligned and shared objectives - (though the PSAs are going some way to addressing these).
- Technical barriers - unable to easily (and securely) share data across different organisations.

Number of respondents rating the following factors as the first or second most important barriers to collaborative working:



Territorial and/or competitive attitude	
Absence of relationships across government on which to base collaborative projects	
Focus on short term delivery	
Difficulty in finding the right people to work with	
Concern that collaborative projects will be unequally funded	
Unsure who will take responsibility for outcomes	
Risk averse culture	
Administrative barriers in obtaining sign off to work collaboratively	
Concern that collaborative projects will be unequally resourced	
Objectives relate to personal achievement, not collaborative achievement	

Question 4

<i>What do you think the three most important factors would be in ensuring the success of collaborative working initiatives?</i>				
	1st	2nd	3rd	Response count
Seeing senior civil servants setting an example in working collaboratively	62	47	30	139
Seeing my immediate manager setting an example in working collaboratively	12	23	16	51
Having an objective relating to collaboration integrated into everyone's personal targets	30	32	30	92
An internal communications campaign clarifying the universal and personal benefits of working collaboratively	13	15	25	53
Celebrate examples of successful collaborative work	27	39	52	118
Introducing an element of compulsion	21	23	22	66
Other - please rank and then specify below	20	6	11	37
			Answered question: 191 Skipped question: 9	

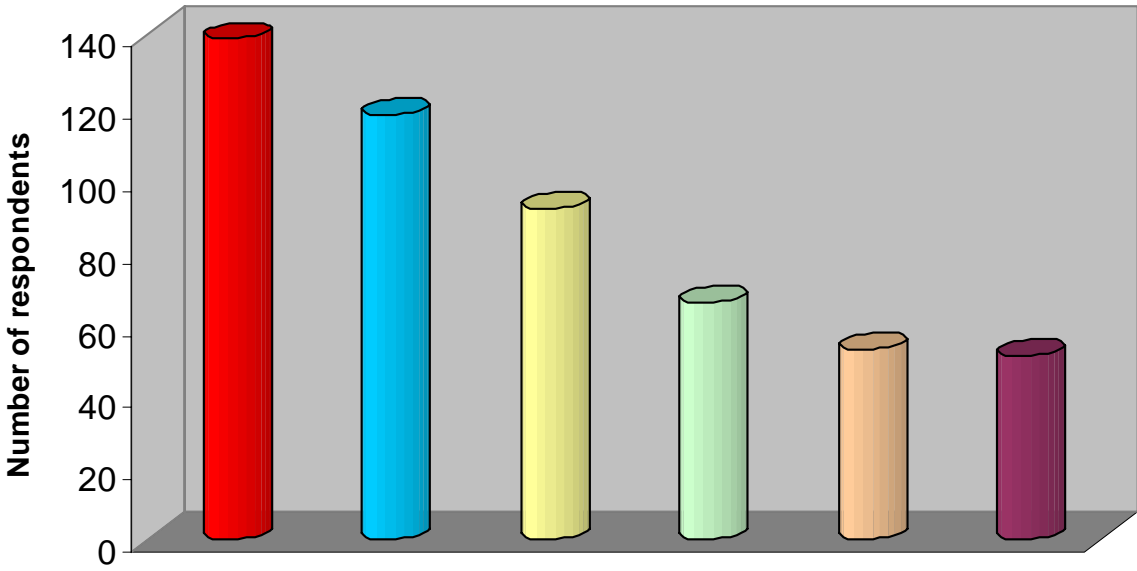
Responses given as 'other':

- Clear objectives, and roles and responsibilities for all collaborative projects.
- Questions too supply-side driven. What makes anything work is a clear demand. So the question is how good is government at identifying with business and NGOs what the need is, which then requires a collaborative approach to achieving the right results.
- Funding mechanisms.
- Making anything compulsory would be entirely counterproductive - need to explain to people why it's important so they want to collaborate as this is much more effective.
- Hard evidence of the benefits to Departments of collaborative working.
- Getting funding and resourcing issues sorted and easier to administer.
- Joint policy/ delivery objectives and joint teams to deliver them.
- Cross Departmental funding.
- Clearer guidelines about when and how working collaboratively can add value.

- Restoring the principles and practices of Cabinet Government and collective responsibility.
- Delivering the right Collaborative working tools and resources.
- Having collaborative working identified as a specific element of Departmental and Agency business plans with key SMART measures of success.
- Ministers working collaboratively.
- Strong support at board/governance level combined with rapid and effective escalation and resolution to address barriers and blockers.
- Biggest barrier is complete lack of a platform to collaborate apart from emails and meetings/paper. Above important but totally predicated on capability being in place.
- That the method of funding collaborative projects is resolved.
- Strong ministerial leadership in this regard.
- Agreeing how accountability and responsibility will be recognised.
- Ministerial drive on joint projects and policies. SCS emphasising that joint working should also be in corporate areas e.g. estates, procurement and staff interchange.
- Earlier consultation on proposed initiatives and ideas to ensure that collaboration is taken forward on fully baked ideas.
- Development of an effective funding mechanism that recognises the good for government/customer concept and shifts DEL/AME accordingly and quickly.
- Defining the kind of work that requires collaborative working.
- A cross-government directory of contact details and initiatives.
- Articulating machinery of government into integrated policy and integrated delivery, rather than into self-contained departmental empires trying do policy and delivery together and treating relationships with other departments as interfaces. That is no longer an effective business model to support a single citizen experience and an efficient delivery business.
- Ensuring there is a legal framework that enables working together.
- Strong, open encouragement from ministers for collaborative working, aside from political issues.
- 1st - Having a clear articulation of what the collaborative initiative will achieve. 2nd - Also clear agreements & responsibilities for taking aspects of initiatives forward.
- Common purpose across government departments and effective coordination from the centre when required.
- Make it easier for people to collaborate.
- Clear and effective inter- and intra-departmental communications channels about the aims, benefits and progress of collaborative projects. Who leads communication on PSA7, for example?
- Making it easier for people to find out the right contact in other areas.
- Clarity about what's in it for me, where collaboration starts and stops, where the resources come from, how to make it business as usual and give it the priority it deserves.
- A place to store and search the results from collaborative working.
- Using understanding from the citizen's perspective to drive holistic change.

- Forcing/encouraging Government suppliers to do so! Creating a 'collaboration team' (non policy) with budget and targets and mandates.
- Allowing collaboration to grow organically and supporting those already attempting collaborative initiatives rather than duplicating or undermining their initiative or creativity.
- Provide financial and performance related incentives. For example, if two organisations had their success judged in terms of a shared goal this may increase their commitment to working more effectively together.
- Overall strategic clarity about what collaboration is required to what end and second order questions e.g. resources managed in relation to these priorities.
- Seeing this driven by the most senior managers and backed by funding and long term commitment to delivering against plans.
- More uniformity in departments' structures and job titles. Better, cross government directory.
- Reduce the number of players that it is necessary to bring in when working collaboratively.
- Most important is to recruit and retain talented individuals who can run these kinds of programmes.
- These factors imply the problem is the 'hearts and minds' of individual civil servants, rather than problems in process and structures. Success requires that we are able to work together easily, with clear, deliverable objectives.
- I would not be in favour of compulsion per se but we need to structure processes, funding, targets etc. to make collaboration the right answer.
- My number 1 most important factor in increasing collaboration across Government is to break down the island mentality between functions within a Department and among Departments. Data, information and knowledge should be shared freely across Government without any hindrances. The first step to achieving this is to make knowledge accessible to all through searchable catalogues of know how (expertise databases), know what (information catalogues) and knowing where knowledge can be found.
- NB: An element of compulsion may encourage people to seek out and foster the links which will allow collaborative working whereas without the compulsion people may continue to take the easier path and continue to work only within their team/department.
- Having/ understanding the strategic direction and priorities across government. Seeing collaboration working effectively at all levels.
- Clear joint ownership of initiatives - a different governance approach that does not place the responsibility / ownership all in one place.
- Seeing collaboration working well between Government and NDPB's.
- Stronger Ministerial collaboration.
- Move to a more output based system of viewing work.
- Buy-in at CEO level within the organisation is really important.
- Making more use of standard tools that private businesses use well - VOIP, instant messaging, workspaces, shared calendars, WebEx etc.
- Being able to identify easily in other departments who to approach on a given topic/issue.
- Making it easier to do - remove administrative, technical and legislative barriers.
- A clear platform/ directory enabling you to find the right people to work with.

Number of respondents rating the following factors as one of the top 3 factors in ensuring the success of collaborative working:



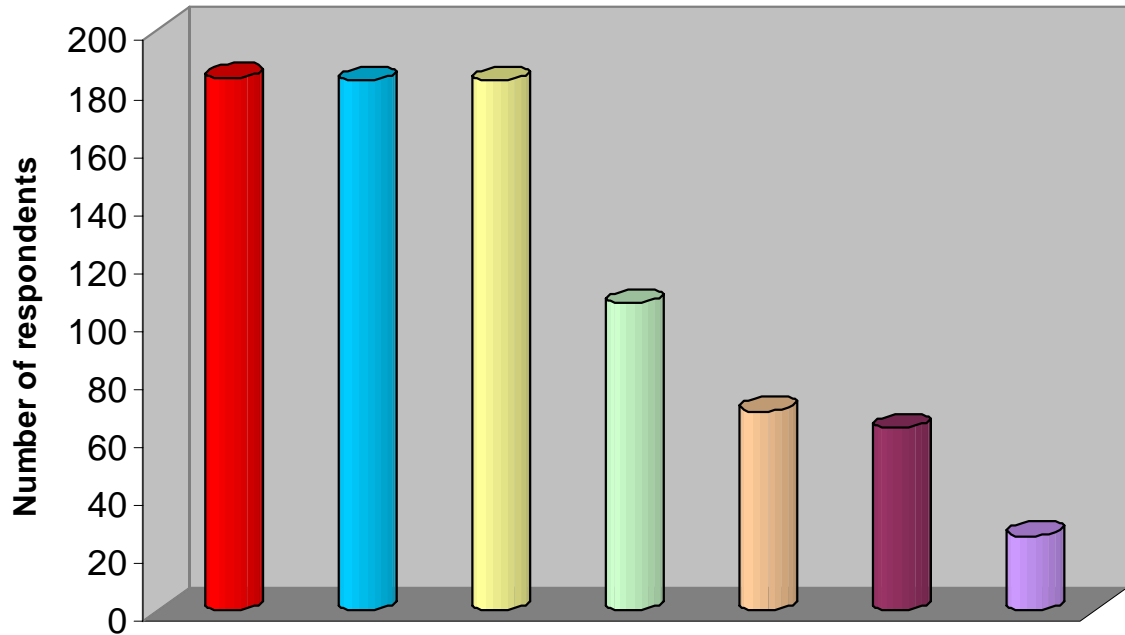
Seeing senior civil servants setting an example in working collaboratively	
Celebrate examples of successful collaborative work	
Having an objective relating to collaboration integrated into everyone's personal targets	
Introducing an element of compulsion	
An internal communications campaign clarifying the universal and personal benefits of working collaboratively	
Seeing my immediate manager setting an example in working collaboratively	








Question 5

Which of the following tools do you use to help you work collaboratively?

	A lot	Sometimes	Occasionally	Not at all	Not applicable	Response count
E-mail	162	21	8	0	1	192
Direct phone calls	125	59	7	1	1	193
Audio conference calls	32	74	56	17	3	182
Video conference calls	17	46	76	42	1	182
Online discussion groups	6	20	47	101	4	178
Face to face meetings	139	44	8	0	1	192
Online document sharing systems or areas	21	48	53	57	4	183
				Answered question: 193 Skipped question: 7		

Number of respondents stating that they use the following tools 'a lot' or 'sometimes':

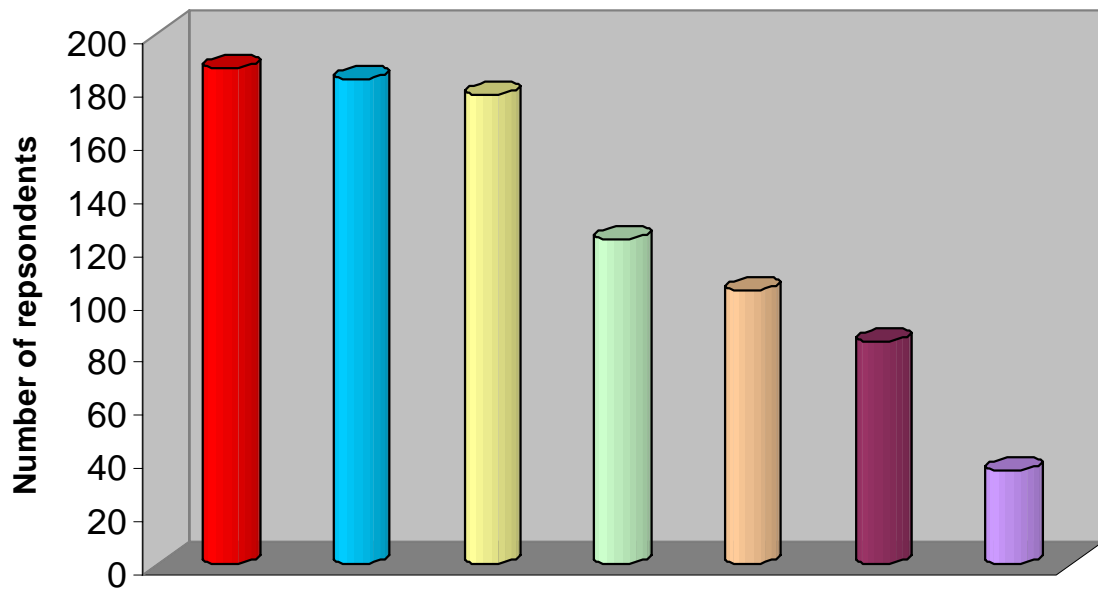





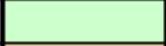



Direct phone calls	
E-mail	
Face to face meetings	
Audio conference calls	
Online document sharing systems or areas	
Video conference calls	
Online discussion groups	

Question 6

<i>How effective do you find the following tools in helping you work collaboratively?</i>						
	Very helpful	Quite helpful	Occasionally helpful	Not at all helpful	Not applicable	Response count
E-mail	90	87	14	1	0	192
Direct phone calls	142	41	9	0	0	192
Audio conference calls	50	73	44	3	13	183
Video conference calls	36	67	44	8	25	180
Online discussion groups	8	27	52	29	63	179
Face to face meetings	169	18	4	0	0	191
Online document sharing systems or areas	38	46	38	16	46	184
				Answered question: 193 Skipped question: 7		

Number of respondents rating the following tools as 'very' or 'quite' helpful:



Direct phone calls	
E-mail	
Face to face meetings	
Audio conference calls	
Online document sharing systems or areas	
Video conference calls	
Online discussion groups	

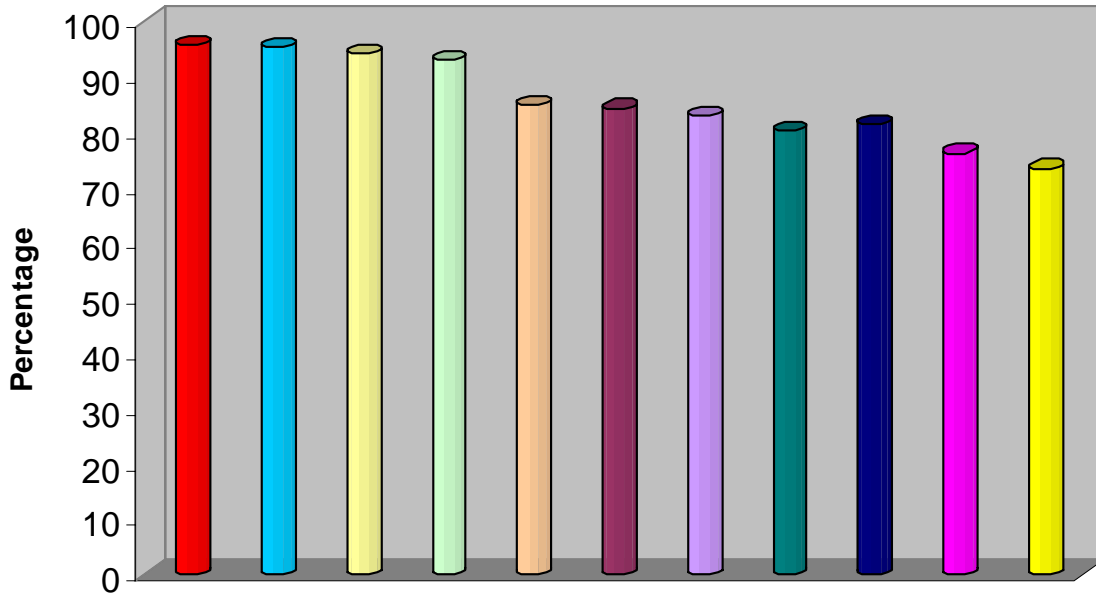
Question 7

<i>When working collaboratively, how helpful would you find each of the following:</i>						
	Very helpful	Quite helpful	Occasionally helpful	Not at all helpful	Not applicable	Response count
Ability to search for the right people more easily	153	30	8	0	0	191
Ability to work jointly on a document	74	67	39	10	2	192
Ability to share your knowledge and information	124	52	12	0	1	189
Ability to access knowledge and information from others	143	37	11	0	0	191
Ability to access a document library of reports, papers etc.	89	70	32	0	1	192
Ability to comment on and debate developments with interested people across government	76	85	28	2	0	191
Help in building better relationships and contacts	104	60	27	2	0	193
Share interests and experiences with peers	66	87	32	6	0	191
Saving time by avoiding replicating work which has already been done	141	41	9	0	0	191
Help in creating better quality output	69	78	37	6	3	193
Help in speeding up delivery	77	76	29	4	2	188
Other - please rank and then specify in box below	9	1	0	0	3	13
				Answered question: 193 Skipped question: 7		

Responses given as 'other':

- Clear and agreed objectives which have been signed up to at a senior level and which are monitored (very helpful).
- Sharing information on the tools people use to make this happen.
- Greater transparency generally - 'open plan government'.
- Already have the ability to work jointly on a document - do not re-invent the wheel here. Microsoft aren't big 'cause their tools don't work.
- Less frequent movement of personnel-very helpful. Clarity of role and better communication between central govt and GOs - very helpful
- Senior management input, experience and advice.
- Being more organised about email.
- Seconding senior staff between departments onto specific cross-departmental workstreams.
- The focus for me would be in quickly finding knowledge. I would be happy to share my knowledge, but I would need to have it put in my objectives to make me make time to do this and sharing as easily as possible.
- Knowing that all the documents associated with a particular workstream were in one place.
- I think it's terrible that we use Google to find things out about our own Department or other Departments because it is more effective than other search engines.
- Ability to identify opportunities for collaboration.
- An instant messaging client that allows you to see who is online and set up IM / VOIP conferences immediately - SKYPE is very good at this.

Percentage of respondents who would find the following benefits 'very' or 'quite' helpful:



Ability to search for the right people more easily	
Saving time by avoiding replicating work which has already been done	
Ability to access knowledge and information from others	
Ability to share your knowledge and information	
Help in building better relationships and contacts	
Ability to comment on and debate developments with interested people across government	
Ability to access a document library of reports, papers etc.	
Share interests and experiences with peers	
Help in speeding up delivery	
Help in creating better quality output	
Ability to work jointly on a document	

Question 8

Please can you provide an example of where you have worked on a collaborative project with a successful outcome, highlighting areas of good practice?

Response count: 134

Skipped question: 66

- Neighbourhood statistics website - had strong ministerial support and enough resources. Also benefited from the existence of the cross-government statistical service.
- While working in private office, I collaborated with No.10 and Cabinet Office to develop a package of policy proposals for the Prime Minister around innovation. The project succeeded because of high-level buy-in from senior officials in the Department to the idea of collaborative working and through the involvement of a private sector company and its funds to help achieve something the public sector would not have been able to achieve on its own.
- At a local level with an LA and local partners, including third and private sector.
- The joint working group chaired by Lucian Hudson (HMG) and Simon Bucks (Sky) between Govt, media and emergency services addressing the implications of 9/11 for Britain.
- Working on briefing for select committee on homelessness - each department DWP, DoH and Home Office had a single point of contact and we communicated regularly - sharing our drafting and organising joint meetings.
- Supplier Management Initiative run jointly between OGC and Cabinet Office with departmental input.
- I'm not sure if you consider this eligible as the project I have in mind was with an external contractor. They were helping us to deliver an extensive KN training & engagement programme which had a number of facets to it. We set up an external Quickplace (our collaborative tool) to manage the programme - developing and refining the materials together, sharing and analysing the evaluations and managed the logistics. It cut down hugely on phone calls, emails and duplication of effort generally. In terms of good practice - we established an agreed structure and processes for managing our work and were very vigorous in using it as the place to keep material relating to the programme.
- The HMT CSR Review of the Third Sector. Identified key stakeholders across Government, utilised their knowledge effectively and used them to reach external stakeholders. There was mutual benefit to the exercise and the achievements and priorities of others were shared and considered collectively.
- Running cross-government communications campaign for winter warmth.
- Working within the Cabinet Office and stakeholders to enable learning within local government.
- MPRG reviews where OGC now works very collaboratively with HMT spending teams.
- DWP Joint Steering Group with HMRC illustrates need for senior buy-in but also for senior Managers to understand the levels of commitment and buy-in of direct reports (take off rose tinted glasses and avoid wishful thinking) and shared skills. Where one party is committing all skills and has greater cohesion and pace there are difficulties. Also requires clear accountabilities on both sides and an equal ability to marshal home department resources.
- Current project in FCO looking at FTN successor being run with cross government participation.
- Setting up joint unit - key ingredients for success were investing time in understanding peoples' hopes and fears, getting people together to discuss issues collaboratively, willingness to make and explain decisions after discussion.

- I would say that DirectGov itself has been and is a collaborative project. Also, the Club. These exhibit good practice with respect to knowledge sharing, governance and building relationships across government.
- Combined Pension forecasts - HMRC, DWP.
- DfT often works collaboratively with the CAA (Civil Aviation Authority) to negotiate European legislation on aviation. Setting out clear terms of engagement and having a coordination/focal point for the project in each organisation is key to success and helps to avoid confusion, tension and inefficiency.
- Getting a project going involving local & central government, a PCT, a charity & a private enterprise: CSF was huge investment of time in relationship & trust building, and clarifying the contribution and benefit accruing to each party, largely driven by an outside agent doing the legwork.
- OGC ICT Procurement Special Interest Group. It provides a forum for the sharing of information and the opportunity for coordinated action.
- Consultation that required cross government clearance.
- HSE runs its consultations online. The benefits are: we reach more people; we offer options for responding - people can respond formally or discuss informally; we can store / analyse the results more effectively.
- I am relatively new to HMG. I have recently established key contacts with my peers in DWP and started sharing Strategy and Enterprise Architecture work and thinking. I see establishing similar contacts across OGD's as very important. I attended the Enterprise cross-government Strategy and Architecture event yesterday (set up by Jon Wrennall) with architects from across government. I think this approach to establishing collaborative working across peers groups will be effective.
- Openness and honesty and trust are very key to successful collaboration.
- Some time ago I worked on a joint project between ourselves, a voluntary organisation and research council to implement service change.
- Multi-disciplined team (e-Comms, KM and IT and business) delivering an IT enabled business change project.
- 10 year science and innovation framework, a cross-government programme overseen by a Ministerial group. Central programme management team liaising with Whitehall contacts and monitoring progress, information sharing across Departments and a clear owner for each project.
- Feeding in to Cabinet Office web standards. Regular communication and sharing of best practice with peers.
- Working within the Office for Criminal Justice Reform, Ministry of Justice. Worked on a short piece of work to establish the implementation approach to legislative and policy changes in the Autumn of 2006. A key aspect of the role was to establish change capacity of Criminal Justice areas. This involved working with Criminal Justice agencies and partners, including defence practitioners. The outcome was a scaled down implementation which saw a reduced number of initiatives implemented and a number of initiatives were remodelled
- In the past few years there have been many examples, unsurprisingly, in e-government, service transformation and digital inclusion. The KSF is using focus on a common interest, issue, outcome or customer, maintaining that focus throughout and using that to develop a team spirit and 'loyalty'.
- Cross-DWP Programme to move all benefit payments into electronic payments. Collaboration between DWP agencies was excellent because the benefits were clearly understood, and everyone knew and agreed what they had to do individually in order for benefits to be achieved. A performance management reporting model gave transparency for each business area towards their delivery and how this affected the programme overall by CSFs.
- International trade single window - now hosted by Director.

- 'Tower 08' joint project with Intellect. This required clear scoping and parameters for the exercise, clarity of roles. Agreeing a communication strategy which all felt comfortable with. Frequent and regular communication, face-to-face and telephone. Mutual respect. Trust.
- All my work is collaborative - but for an example - agreeing PSA targets jointly with associated strategy for delivery. Worked with MOD and DFID. All meeting or email based in absence of other forms of communication/collaboration. The PSA itself was designed to drive collaborative behaviour but the problem was that the mechanisms were very limited.
- The development of the cross-government pandemic flu framework and associated suite of guidance and the continuing work to prepare all sectors of the UK for a pandemic is an excellent example. It has not been straightforward and the work still has some way to go but every step of the process has involved collaboration between Government Departments and the various sectors in the field- from major pharmaceutical industries to the WI. Good practice has included an inclusive approach to policy development, careful attention to keeping stakeholders up to date with developments (e.g. 'Pandemic FluNews') and determined programme management with clarity of objectives, roles and expectations.
- Project to develop UK policy on biofuels in the context of the RTFO and possible EU legislation. Good practice was strong effort to find interested parties; willingness to compromise and baseline evidence; good project management. One key success factor was a demand from the centre (i.e. me) that departments sort this out and come up with a UK position so as not be diplomatically isolated or fail to intervene when necessary. This needs strength not to put up with excuses and a certain amount of leverage (e.g. No. 10). Not all projects will need that level of omph, but it is all about leadership.
- Strategic Performance Improvement Plans for top ICT suppliers - this has involved cross Government and private sector working together. A relatively new initiative but benefits should flow downstream. Various procurement framework arrangements.
- Council Tax Revaluation - across Valuation Office Agency, CLG, HMT and HMRC in support of Sir Michael Lyons Review - specialists from each area having access to common tools and data Tell Us Once - working with Local Authorities and their suppliers- central government helping to remove unnecessary barriers and accepting some risk, so that LAs can deliver a better service to the citizen. Using resources creatively and not always looking to shift funding around.
- Trademark and name searching between COHO and IPO Joint filing between COHO and HMRC COHO and Businesslink transactions.
- The development of the Government IT Profession is an example of collaborative working with hundreds of public sector organisations whose staff are joining the Profession; also working with numerous external stakeholders from the IT industry (such as the ProfIT alliance) who are supporting the IT Professionalism initiative. As we gain traction so the collaboration increases and gains momentum. Examples include: working with Intellect, National School and others to develop successful IT Academy workshops and the seminar programme (Kate Burns); working with CSCG to develop guidance on grading specialist roles (products shared with HoPs Group)(Monica Edmonds); sharing experiences, knowledge and plans with the Heads of Professions group and other professions (Monica Edmonds); working with local government bodies and external stakeholders (Socitm, ID&A) to pilot performance management tool that will embed professionalism in local govt sector (Samantha Ruddock).
- Working on a Bill - involved getting policy sign off from a range of other government departments, working closely with local government, private sector and voluntary sector organisations. Willingness to pick up the phone and talk to people, meet them, and discuss openly what we are doing was very effective.
- Setting up a shared services contract providing knowledge and information management services to another Government Department. Good practice included regular, minuted face-to-face meetings, the identification of clear responsibility for agreed actions, and identification of limits of authority (e.g. what we could be expected to do with members of the OGD, and what matters were the internal responsibility of the OGD).
- Group corporate services - working to agree a shared strategy and joined-up delivery; cross-Whitehall group on construction addressing regulatory and client issues; European Structural Programme Management working with CLG, DEFRA, DWP, BERR.

- Cross-government communications strategies – e.g. animal rights extremism - happy to discuss good practice in detail
- I had undertaken various anti-corruption project work in Lithuania and Romania. It was vital that partner countries understood the benefits of closer working before any work was started. Good communications planning was key for successful delivery to identify and act on potential risks.
- With the top 10 advisory firms where two thought leadership pieces were published and shared with 11,000 senior managers in the wider public sector.
- I'm not sure that this counts as collaborative working but we have been forging links with CSIA to try and dovetail work on security of personal information and wider information assurance. We have good contacts within CSIA and can each see the mutual benefits of working together. The process is still ongoing but has so far been productive.
- Commissioning better for health, and working with local government on well-being outcomes. Specifically resourced team members dedicated to working collaboratively. Challenges in aligning funding, ministerial timelines - one project being driven much harder in one department rather than the other, so while benefits of collaboration are obvious it's hard to get ministers and senior civil servants to relax their expectations of delivery to accommodate the timescales of another department.
- Work with Home Office looking at immigration and benefit fraud. Honest face-to-face meetings set out what HO did and didn't know which set realistic expectations from work.
- Cross-channel collaborative project to drive online take up via contact centres. Needed dedicated resource.
- Completion of the NRA, coordinated by the Civil Contingencies Secretariat - Was very important to have a body like CCS with a central coordinating role, driving the work forward.
- I have issued guidance on customers and providers for sharing across Government.
- Work on Whole Farm Approach and Web Convergence with Businesslink.gov.uk currently being done.
- DWP / HMRC Closer Working pilots - fortnightly face-to-face checkpoint meetings with HMRC. LA and DWP staff.
- Sharing experience with other shared service operators; too early to judge quality of outcome.
- I've worked on successful projects with DTI (as was), FCO, CLG, Defra, Home Office. I've also worked on frustrating and unsuccessful projects with each of those and others. The difference is in the attitude, to communication and not thinking that I/my department is the most important thing/the only one who can fix this. A willingness to pick up the phone is crucial - sending an email (or using a 'collaborative tool') is not the answer. Key is being able to get the right phone number for the right person!
- Fraud Hotline with DWP.
- Worked with a cross-government accord group to go out and visit Government Offices and Local Authorities to promote the take up of child poverty targets in local area agreements.
- Creating Enterprise architecture views, helping to reduce risk and ensure improved efficiency and effectiveness.
- Production of draft legislation to create deduction orders (Child Maintenance Redesign Programme). Timely, open, and helpful guidance from Home Office officials on a similar area enabled best practices and possible pitfalls to be recognised from day one.
- Joint Education Taskforce - work with OGDs and stakeholders to develop the points based system in relation to students. Formal taskforce group, long term so developed good relationships, with ministerial support.
- Developing a Delivery Plan for part of CONTEST. Good practice included setting obtainable deadlines, using collaborative language, and setting mutually beneficial goals and communicating them.

- To date projects and programme of work I have worked on have worked on the traditional pattern of meetings, emails and phone calls to discuss issues of mutual interest, although our new online communities workspace will change this
- I am currently working in a cross government environment on a number of issues; the major problem seems to fall between the promises that have been made during discussions with SCS members from both departments and the delivery of those promises by staff further down the chain. Compounding this issue is the lack of official lines of communication between businesses. Contacts acquired are on the bases of staff who have previously worked in the department or policy teams who have had cause to interact in the past. Once contact is made it is very difficult to widen the contact beyond the single person who has been contacted, this in turn limits the information and lines of discussion which can be explored. If each department had a team or area solely dedicated to forming meaningful interdepartmental links this would be highly beneficial, if such teams already exist then greater levels of visibility are needed.
- I am currently working on a collaborative project between the FSA and the Meat Hygiene Service. Communication has involved face-to-face meetings, audio conference calls, telephone and e-mail communication. This has ensured that work is not duplicated, that information is shared and that the project skill base is widened.
- Government Connect. Successfully worked with DWP, DCSF Cab. Office and LA's in 2006-2008 to get programme established with additional funding from DWP and DCSF. For CSR07 a much bigger contribution from DWP and DCSF was agreed and operational control handed over to DWP with 223 LAs either connected or orders placed. DWP and DCSF now have GC as an integral part of their delivery mechanism for secure data exchanges with LAs.
- The Highways Agency worked with its lawyers in building an online document repository in preparation for a major litigation case against one of its engineering partners. This proved to be central in negotiating an out-of-court settlement, saving the taxpayer millions of pounds.
- Delivery of the Relationship Breakdown Programme with DCSF. Delivered legislation, shared staffing and direct costs. All submissions were joint from both officials to both Ministers. Seamless service to Ministers. Joint SROs for the Programme Board.
- Department of Health briefing project working with the Cabinet Office and speaking to other departments.
- On any area, exploiting all possible sources of communication - and knowing when to use each method - is necessary. As is an open, honest and constructive attitude - the outcome won't be successful unless everybody has bought into the process.
- Incubating and helping direct the online free school meals project - linking up different involved areas of government, highlighting interdependencies, trying to clarify clear areas of ownership and focus upon citizen outcomes.
- Single objective for all in collaboration. Clear resources. Willingness of everyone to actively participate.
- When I led the joint DTI/Defra policy unit for rural broadband, I enjoyed the luxury of secondments from rising stars in DTI and Defra. Short term postings from affected departments from those wanting exposure to policy-working achieved (a) buy-in to the actions and (b) routes back into parent departments to gain traction.
- I believe the Business.Gov programme is recognised as an exemplar of collaborative working across government, particularly with regard to governance and stakeholder management.
- Carol Black Review of the health of working age people - cross government implementation group including reps from supporting departments and represented by a cross government national director.
- Development of the Varney report. Access and being directed to the right people was most beneficial.
- Collaboration between DWP, CLG, LGA, DCSF and the LADC allowed the Government Connect programme to be re-energised and funded for success. All perm secs/CEO's personally endorsed a collaborative approach and agreed a shared funding model. The good practice was

leadership, relationships accepting the target outcome was for the collective good without over specification of benefits in the future.

- My involvement with businesslink.gov.uk has been excellent. This is a cross-government programme that manages to deliver real benefits for businesses, whilst also keeping multiple departments happy. A tricky balance!
- Usually collaborative working has been successful when there have been clear roles or mechanisms. I worked as part of a joint Health and Offender Partnership unit, which was accountable to both DH and Home Office (then MoJ).
- PSG Analysis and Use of Evidence core skill Cross-discipline conferences Strategic Directions for GES across 30 Departments Diversity from Universities recruitment.
- Working with Local Authority Customer Service Centres to deliver central government interviews, IPS, for first time passport applicants.
- I worked on both the Channel Strategy Good Practice Guide and the Service Design Toolkit, linking to the Varney Review of Transformational Government. The groups worked well because they brought together a variety of departments and different approaches. This ensured that the final documents had elements that were of relevance to a range of situations and organisations as well as highlighting contacts for people to follow up, check information and learn more. Sharing work also triggered new ideas and perspectives to help develop areas of work still further.
- Jointly organised a series of conferences with an OGD. A couple of meetings with more senior managers; lots of emails; clear description of areas of responsibility.
- Collaborative working between DWP and HMRC to understand the customer experience and how the lack of joined up-ness between Government Departments can have a detrimental effect on a citizen. Best practice - bringing together frontline staff from 'involved' departments to share perceptions on customer experience issues highlighted priority areas for collaborative working and testing with the customers. It also gave clues on who we should be talking to, in terms of OGDs and what information we should be seeking.
- Employee Authentication Project. From CIO to xGEA Group through Proof of Concept to Pilot to System to Commercial Operation with four major Departments, hundreds of stakeholders. Brought in on time, under budget, addressing strategic and operational need.
- I have worked on the Archiving Digital Assets and Link Management working group which only meet face to face three times, but documents and other information was shared via email etc.
- Yes, we worked with the DoH planning and implementing a conference on 'Psychological Therapies in Prisons' and it seemed to be very successful.
- Development of collaborative working with Higher Education Sector and current unit in relation to implementing evidence based practice.
- The re-launch of the DH corporate website in Feb 2008. This required collaborative working with DH internal people (technical colleagues, key policy leads) plus NDPBs and external stakeholders. Robust programme and project planning was key to the delivery of this initiative.
- eCare for the Scottish Executive. Best practice I have seen in setting and delivering on a collaborative project (Health, Education, Justice, Transformational Government). Success was helped by shared vision and Ministerial leadership.
- We are coming to the end of a project working with a number of key departments to develop and deliver an on-line training needs identification tool. The tool will provide both individual and management information. By working collaboratively we have been able to design a tool that provide Departments with the management information they need, thus encouraging them to encourage their staff to use the tool thereby boosting the achievement of our objective. Win, win!
- The Hermes project with all other Law Officer Departments.
- Collaborate research with DH, DSCF and IDea on information needs for complex decision making. Success was dependent on frequent contact: face-to-face meetings and regular email updates.

- Dealing with animal disease outbreak particularly where the disease is zoonotic.
- Currently working on a new Code of Practice on Consultation - it has been collaborative from start to finish, getting input from those who regularly participate in consultations and now working with departments and Government lawyers to draft the new Code. Before getting Cabinet clearance, informal cooperation with all those with an interest is vital.
- National Voice and Data architecture - working with suppliers such as BT and Nortel.
- The work we took forward with a range of stakeholders to develop Customer Service Excellence has resulted in a standard with widespread buy-in amongst the audience for which it is intended. In order to manage this effectively the team used the following principles: 1. Breadth To ensure we reached all of the groups we needed to - and others that we were not aware of - we took a proactive approach to engaging Departments, NDPBs, stakeholders and users 2. Depth We sought detailed feedback from these sources, including qualitative research, focus groups, meetings, one to one interviews etc. and across a range of topics e.g. branding, content etc. 3. Testing We ensured that the feedback that we had prompted was treated as valuable and integrated into the final product, which was then tested and amended with those audiences with whom we had collaborated.
- Service transformation f2f services for the delivery council - although the project is ongoing and so the outcome not yet delivered. The good practice was assembling a team of co-workers from relevant orgs and concentrating on sharing the task rather than our differences.
- Need a definition of a collaborative project - most projects are collaborative by nature, you need to engage with a variety of stakeholders. Implemented a search engine across the DWP intranet with a potential user base of 120,000 staff. Worked with external IT providers, 3rd Party providers, users and senior mgt. Took time to fully understand requirements - spent more time than normal on this stage - ensured that there was no misunderstanding of what was required. Completed Supplier Performance Index, scored the IT provider using evidence of good or poor performance - improved relationships and performance Was open and honest with IT provider, shared documents, openly discussed internal work pressures on both sides Open and honest with users and senior mgt about what could and could not be delivered and full reasons why.
- Working on the Business.gov Programme, developing the memoranda of agreement with departments.
- Designed Departmental Standards and contacted the Cabinet Office with the aim of improving cross government design standards. The Cabinet Office now plans to use one of our standards as a basis for a generic Cross Government standard.
- I am currently working with the Court Services across the UK in pursuit of common good/best practice in obtaining customer insight. I routinely work on collaborative projects across the Court system. Success is about setting and getting buy-in to a collective Vision, aimed at improve the service to the customer, then involving all parts of the delivery chain in the work required to achieve this. And not being afraid to celebrate success and make people feel proud of their achievement.
- Introducing electronic records management as part of new desk top tools (Microsoft Office) and e-mails roll out.
- In our branch I have been very impressed with the level of stakeholder engagement and engagement with DAs and OGDs. It has in general been conducted on a timely basis. When meeting with a stakeholder group they were impressed both by the fact that we had met them, and because we had considered seriously their concerns when drafting a Bill.
- Government Procurement Graduate Scheme.
- Directgov, Businesslink, website rationalisation.
- Response to SDC report on meeting sustainability targets. Successful due to Gus lead and personal buy in from perm secs. Dedicated resource to MI collection and interrogation was key to success.
- Smokefree legislation - involved collaboration on many fronts, but particularly important was developing the relationship between policy officials in central Govt who were crafting the

legislation and environmental health officers in second-tier local authorities who were responsible for implementing and enforcing.

- Directgov - the best example of collaboration for the joined-up delivery of government services on-line. It uses the idea of joint-ownership to build buy-in from across government (while this is hard and takes time to establish it is the only way of achieving true collaboration for major initiatives). This has shown the advantages of cross-departmental working and, even with the other barriers that exist today, has shown collaboration and joint delivery is possible.
- Identity management authentication standards. Positive leadership and drive.
- CIF - cust journey mapping guidance.
- Redeveloping our customer satisfaction programme I have had some great help and info from HMRC who have been sharing their plans for redeveloping their programme.
- Managing my team as a project using SharePoint for last 2 years - keeping action logs in separate sites for team sub - workstreams and senior management team (where we kept an issues log and risk register).
- Joint working with Scottish HE Sector. Working through a jointly chaired (Minister plus Universities Scotland) taskforce. Built on foundation of trust, helped by a 24 hour away-day at start of process.
- I worked on the "Web Continuity" project - a cross government team which has devised a world first solution to the problem of persisting links to government documents. The solution was devised by a cross government team and will need to be implemented across government. A key part of the collaboration was circulating a draft document widely and speaking to many stakeholders - inside and outside of government - giving people the opportunity to contribute to our thinking.
- As an NDPB we have to form effective collaborative relationships to deliver not just projects, but our core business. However, one recent and on-going example is our work on local resolution in the police complaints systems. The highlights of this are: research initiated and shared with stakeholders; manageable timescales and outputs (not driven by a political agenda); outcomes that benefit all participants in a clearly identifiable way.
- I feel that the success of collaborative projects in which I have been involved has been achieved in spite of the collaboration methods at our disposal rather than because of them. The critical factor has invariably been direct engagement of individuals with the right expertise or authority, but identifying the right people has been hindered by poor availability of information, and the rate of progress has been restricted by their physical availability.
- Supply Transformation Programme - where benefits are being delivered jointly by government and industry. Of particular value has been the agreement of a joint approach to voice and data, and industries willingness to share industry-specific tools with government, and adapt these to help drive up government IT delivery. This required a willingness on the part of all to forge new relationships based on openness and honesty and, above all, predicated on the need to focus on shared objectives.
- International Trade theme of businesslink.gov.uk.
- Defining a policy for charging third parties for our information and services. This required input from all areas of the business and our parent organisation. We used face-to-face interviews and collaborated on policy documents as they were being drafted. We tested the output with business areas.
- I was presented with a situation where a range of stakeholders from Approved Treatment Facility (ATF) organisations to MPs were complaining about the lack of support for the EofVL process but with no budget available for communication. I negotiated with BERR to work together to produce a series of professionally produced adverts heavily branded with BERR, DVLA and Defra which would give the ATFs an advantage over rogue traders and which could be supplied on disc and be personalised by ATFs. BERR contributed £60K and the roleholder secured a further £60K from DVLA, enough to produce the creative and subsidise ATFs placement of Ads in local press.

- Work on Local Area Agreements across Whitehall, and with local govt has gone well. We made it a priority to understand the perspectives of others and build in time for face-to-face contact, particularly at senior level (the guiding coalition).
- Not a recent example but I did work across a number of Government Departments to set up a holiday play scheme and a Nursery in the region - we were clear about the objectives - each had funding - but were not over concerned that this was in equal amounts.
- Early drafting of an annual report - developing a template to share with contributors and taking time to go and meet those involved face-to-face. Workshops throughout the process were also helpful.
- Currently working with MoJ on quality assurance scheme for advocates. Worked with (non-government) Solicitors Regulatory Authority / Bar Council / Bar Standards Board / Criminal Bar Association and Academia to create a competency framework for assessment on criminal advocacy (Crown Court and above).
- Worked with Bar Council on a data survey collecting information on E&D and demographics of barristers in England and Wales - very successful response to survey, meaning meaningful conclusions can be drawn.
- Setting up an emergency fund across Home Office, HMT and CLG, managing competing departmental policy priorities and producing a joint submission for a Cabinet Committee.
- Cross Department seminars providing input to Data Handling Review.
- Digital Continuity project. Scope was worked up across eight Departments, and project is being run with lots of support of wider government.
- World Class Commissioning. All our work is done by working collaboratively with colleagues across the NHS and with great success.
- I have worked on cross-departmental EU tender project for Official Publications Contract for all government departments.

Question 9

Do you have any other comments about collaborative working across government? For example, ideas about how a collaborative working tool might operate or your attitude to collaboration.

Response count: 110

Skipped question: 90

- I believe there are great benefits to be gained. We should maybe concentrate more on identifying and valuing the benefits and making people accountable for delivering them.
- The fundamental problem is a territorial one. We need more emphasis across Government on cross-Government strategy and direction rather than on individual departments' aims.
- The key challenge is moving away from discreet departmental targets to joined up collaborative programme and keeping clear accountability so everyone focused on delivering an outcome that works both for the citizen and those delivering.
- Ministers and Perm Secs should give this greater priority and recognition, and come to expect it at all levels of the organisation. The special assignment to be done by Lucian Hudson at the FCO on strategic collaboration between government, business and NGOs could itself be used as an exercise in collaboration with the rest of government.
- The legislative framework impact collaborative working – e.g. working between CSA/ HMRC is difficult because legislation does not enable better collaboration.
- Getting people to act on their promises and revert to type, driving narrow departmental, short-term goals. Creating true collaborative objectives that align to departmental plans so there is a true line of sight and alignment of objectives.
- I would be very cautious in talking about a "collaborative working tool"; a tool is only as useful as the experience, skill and willingness of the user to use it well. If we can introduce a cross-governmental collaborative environment, which would be great - we must make sure it is supported by clearly thought through processes and guidance to ensure we make best use of it. Just launching a "tool" and leaving it there to be used will not work. We introduced IBMs collaborative tool, Quickplace (now QuickR) here in DH and it just lay there idle for a couple of years until responsibility transferred to my team. We developed a training programme and application process and are now using it extensively and with increasing effectiveness.
- My attitude towards collaborative working is that it is imperative to effective policymaking.
- I'm not convinced tools are the answer.
- I feel that we need a Cabinet Office fund to initiate projects of common interest across Departments so we'd have more to celebrate than the Tell us Once project.
- Collaboration would be so much easier if individuals were incentivised to adopt this approach through their personal objectives. Without this, there is always a tension between short -term, silo-based solutions and a more holistic cross-government approach.
- Knowing who to approach on a given issue would be helpful - too often things are bounced around Departments before reaching the relevant person, when time can be critical. At the moment collaborative working tends to be reactive (as policy leads suddenly realise that developments have implications for another Department) rather than proactive. It would help if at the outset of a given policy, thought was given to potential developments which may interest other Departments - if things do later emerge then they will come as less of a surprise. (NB Cabinet clearance letters should not be the first that interested policy leads hear of an issue - it is usually too late to input substantially by then!)

- I believe that professional policy civil servants are inherently collaborative, but we do seem to be in a period where either (a) they believe that their ministers, (or managers, or perhaps more likely the political cadre) don't want them to be, or (b) pressure of time & resource, demands for yet another initiative or fix, leave them no option but to hack on alone. If quality rather than quantity was the criterion...who knows? So something that helps everyone connect quickly to others with a relevant interest could help, as long as the will is there to use it. The Civil Service Yearbook used to be the most useful thing on the desk because you could scan it quickly for clues about who was doing what.
- Department's act to protect their autonomy. There are some small examples of collaboration (for example MoJ and DCMS both use Atos as ICT suppliers and we are to share some networking and space at Atos service centre.) However, the examples appear to involve little or no cost to the participants.
- HSE has used a great 'Online Communities' tool for over 3 years. It has been adapted to a number of high / lower profile uses; private or public discussions; e-bulletins etc. It has enabled people to share ideas, documents, experiences etc. The key point is that those who don't want to won't.
- I think it is too easy to blame the lack of suitable tooling for non-collaboration. I think a tool can make collaboration more effective but this can be very basic (publishing to a common site). Blaming a lack of tool often masks lack of commitment.
- Collaboration is about encouraging people and seeing some benefits from working together and rewarding such behaviour.
- Collaboration needs to be underpinned by knowledge of others needs, challenges and objectives. Recognising that collaboration takes time and sometimes formalisation rather than ad hoc, marginal time
- It has to support line of business activity. It needs a purpose, and not be a worthy endeavour.
- As a first step I think the 'yellow pages' idea would be a good starting point for identifying owners of information that you might wish to share.
- Use of e-rooms.
- An obvious example is GSI which has never been properly used as a government intranet despite a strategy for that having been developed some years ago. It potentially provides a platform for collaboration, shared resources and shared services addressing generic needs common to all parts of government.
- Need to break down the organisational and technical barriers. Need to centralise spend on the big infrastructure programmes, such as shared services, as the private sector does, otherwise the infighting and vested interests will always win. Need to be better at defining the benefits and ensuring that each Department takes personal ownership for their delivery, in a more structured way early on.
- I hate email communication as a tool for good collaborative working. It can be time consuming and requires a high level of skill on all sides to work effectively using this medium. Email is good for brief information and updates.
- We need early decisions on core collaborative capabilities so we can ensure that all are able to access it. This is particularly key for the FCO which serves as a platform and coordinating point for so much international policy and involves minute by minute collaboration with key departments.
- Tools tend to sit on shelves but I do think the 'balanced scorecard /checklist approach can be helpful in ensuring that all aspects are continually borne in mind. I have personally had a lot of experience of cross government and intersectoral working at local national regional and international levels and am aware of how very easy it is for groups to meet and collaborative boxes to be ticked without anything really 'happening' as a result. Encouragement and endorsement from senior management is key and needs to continue into and beyond the delivery phase of the work. Although indicated above that celebration is not top of my list, it does

help! For example, the East Midlands Public Health network (EMPHasis) which as a regional civil servant (RDPH) I set up and led for a number of years has over 500 members from all sectors and has inspired and supported a range of initiatives and developments but has never really received affirmation/acclamation from Central Government. Time to do things properly is also a factor; and in particular the time for those taking part to understand the perspectives, objectives and constraints of colleagues.

- Fundamentally this is about leadership, both ministerially and at SCS level, not about media or tools. We can't do much about ministers, but we should be looking to build this into SCS performance frameworks etc. For technology, the key for me would be to cross barriers outside the department for information, documents and comments.
- OGC has the contracts database on its website which should stop departments from having to tender where there is already a suitable framework.
- There could be improvements to the way the Cabinet Office matrix process works by spreading the concept and co-ordinating contacts. In each policy area a team member should have specific responsibility for liaison with a particular sector (e.g. justice, transport, health) and be the conduit for contacts as well as providing internal colleagues who are designing policy for the sector with intelligence about the landscape of the sector. Focussed co-ordination - perhaps by someone on loan from that sector) would 1) stop multiple people contacting different teams in the counterpart organisation at the same time and 2) provide advice on what works / doesn't work / might work. Space too small to explain what I mean!
- Help in finding who the right person to speak to in other Government departments would be helpful - perhaps a Government wide online directory that we all have access to? There is also no way of knowing what projects OGDs are doing that might be relevant to your work.
- Responsibility and accountability are key both to enabling collaboration and discouraging non-collaboration
- We have developed a 10-point success criteria for effective cross-government working - but to be truly effective, this needs to extend to local Government and private sector.
- A space where cross Departmental problems (policy and practical) can be discussed would be useful. To stop this becoming a talking shop on issues raised by (Minister, SCS) this might most profitable be contacts in key areas across departments.
- Delivery in a specific timeframe must not be the only driver - by its nature collaborative working requires the agreement of many bodies and to achieve this properly they must be given the time to consider proposals fully, not rushed to make decisions based on an inflexible time table. Some form of secure electronic document communication system would be particularly helpful for dealing with sensitive issues, instead of having to rely on secure hard copy internal mail.
- Those of us in more sensitive areas do not want to feel left out because of our security requirements. We would like this taken into consideration as collaborative working would be very useful.
- Financial and cultural barriers are the main areas of concern. Trust at a working level needs to be built up, and laid down processes complied with.
- I don't think it's about tools; it's about the way key strategies and change projects are actually managed.
- I don't think a collaborative working tool is what is required; it would be a waste of money. What is required is better Directory facilities to make it easier to find and contact the right person in other government departments and a commitment from Departments to share contact details. It's not about lacking the tools it's about having the right attitude.
- Due to the size of organisations policy teams have a tendency not to know what policy is being developed/what areas are being looked at in their own department. It should be a requirement across government that a central policy team should be sent the scope for projects that are being considered and that these should be shared across government departments so that time

and money isn't wasted carrying out research etc if a team is already doing a project on which collaboration would be possible/sensible.

- I have very rarely encountered someone in another Department who is not willing to work in a collaborative way however, internal pressures often mean they are unable to deliver to the timescales or concerns from higher up the mgt. chain block activities until they (the senior managers) are satisfied there will be no negative impact.
- Sharepoint including Wiki.
- It is my experience that external stakeholders (private sector and the general public in particular) cannot understand it when two separate areas of the government seem to be working on similar areas but fail to even know what the other is doing. At a grass roots level, people view the 'government as the government' and it demonstrate poor use of public funds and poor communication when there is obviously a lack of knowing which department is doing what.
- There has to be a cross government phone directory searchable by functional area. Thematic 'tags' should be attached to each team so that a single query can suggest who should be approached on a query, perhaps using a 'relevance' score such as that used by Internet search engines. If you put the whole thing on the GSI then you could even use Google's search engine. Updating the directory can be made an objective for individual annual reports.
- Shared IT would make things a lot easier. Also shared access to address lists etc. A lot of time seems to be wasted on admin when working across departments.
- Experience so far suggests that increasing use of collaborative ways of working needs a range of attractions/ incentives and some personal drivers operating to get people using them.
- I am currently working in a cross government environment on a number of issues; the major problem seems to fall between the promises that have been made during discussions with SCS members from both departments and the delivery of those promises by staff further down the chain. Compounding this issue is the lack of official lines of communication between businesses. Contacts acquired are on the bases of staff who have previously worked in the department or policy teams who have had cause to interact in the past. Once contact is made it is very difficult to widen the contact beyond the single person who has been contacted, this in turn limits the information and lines of discussion which can be explored. If each department had a team or area solely dedicated to forming meaningful interdepartmental links this would be highly beneficial, if such teams already exist then greater levels of visibility are needed.
- Databases need to be kept fully up to date to ensure that staff email addresses and telephone numbers are correct, and that when staff leave they are removed from the database. Also a description of their area of work would be extremely useful.
- Keep it simple. Most people that I meet with are genuinely up for this but please please don't set up complex committees with multiple reports. Briefing ministers and Exec team members is a significant burden so please understand the impact to medium sized and smaller departments of setting up large or complex governance structures. Try to get Treasury to set up a separate 'collaborate funding pot' that we can use if we work up business cases/opportunities with fellow Government Departments.
- I believe document collaboration is vital via Electronic Records Management Systems. The Agency's solution will open up the 'silo culture' of document production via the adoption of an open access corporate file plan
- Biggest problem is getting 'completed' information to the right people. Information too often closely held, often just because the number of interested parties on any issue in Whitehall is so large (so better use of distribution lists). Even bigger problem than cross-Whitehall information-sharing is that of sharing information WITHIN my dept (FCO).
- I believe the IT is worked around. What matters are the personal relationships between officials and Ministers.
- To create collaborative working you need to have one civil service so that people perceive it as: Individual > Section > Branch > Division > Directorate > Department > Civil Service rather than

forgetting the last bit. To make one civil service centralise all HR functions, all IT and all other corporate services, make us have one directory system and the same calendars. Basically give us the information so that we are one organisation. It won't solve everything but it will in time break down many of the walls.

- It is relatively easy to work across government when an agenda has been set by Ministers or senior officials - as lines of accountability and legitimacy are clear, and therefore the resources or specific people required will also be clear. It's more difficult to set the agenda from the ground up across government - not always clear who the key people are to speak to; what is going on in other government departments; or who has responsibility for a particular policy. Any successful collaborative tool would address these issues - and, in doing so, remove some of the innate territorial issues which currently exist across Departments.
- Shared areas work well for a project particularly if you can up-link from your desktop. Video-conferencing is really good to keep up momentum but is not available to everyone.
- Collaboration demands significant personal investment of time, intellectual capital and energy. These investments make for high-performance team working and focus on delivery of outcomes. Better still, make sure collaboration is managed as a Programme - clear objectives, timescale, resources map, success criteria and disengagement plan.
- One of the biggest barriers is the difficulty of getting collaborative messages widely broadcast across the civil service. When government sets cross-departmental objectives, it should consider communications as integral to success.
- I think foremost collaboration is accelerated when individuals know clearly what they/department will benefit from collaboration. Also there is little substitute to meeting face-to-face to help promote commitment/understanding from the other party.
- I don't think collaborative working is about tools. I think it is about leadership and relationships. To develop collaborative working across government we need to get ministers and senior civil servants working as a team with a clearer common and visible message about their support for it and the benefits it will deliver to our customers. With a much clear common goal and more walking the talk from ministers, perm secs, CEO's, etc we can build on the good work that has been done to date - we are still early on in the journey. What about developing a joint communications approach (extensive, deep and broad) across government with all major departments and OGD's contributing to its development and then delivering it in their own department. Builds ownership in departments but against a common message. Investment is always a thorny subject for departments. Ministers could demonstrate a remarkable leadership if they were to collectively guide the reallocation, top slicing or seed funding of some cross government initiatives.
- Good people focussed on outcomes - avoid the chattering or the bureaucrats who think process is a good day's work.
- I attended the collaborative working workshop and my comments have been reflected in the write up.
- MOSS 07 if tailored appropriately could provide a good tool across Whitehall, but could be expensive.
- Collaboration needs to be focused on an outcome and must have one or two champions who drive the work. There is a real danger that the 'day job' overtakes the good intentions and the group support is key to sharing the workload and keeping things moving. I can't picture what a collaborative tool might look like, but the Cabinet Office led groups I worked with provided the catalyst for getting things done and provided a formal framework of milestones everyone signed up to. Too small a group would mean that the work falls on too few people and can be difficult to resource.
- Needs to be compulsory, given senior support, clear definitions of benefits to each participant.
- For me, the biggest challenge was where to begin. As a member of DWP our customer base is immense and incredibly diverse. It took time to agree the priority areas to focus on. Once the priority area(s) were agreed, customer journey mapping identified key Departments and areas for collaborative working, sharing of knowledge and expertise - saving a huge amount of time

and cost. I totally support the case for collaborative working, however it does require sponsorship at the top and a commitment to own the outputs and make change.

- Collaboration tools can 'energise' staff and encourage true sharing not the info scatter gun approach we get too much of.
- There is a desperate need for a platform for collaboration across government. There are lots of groups - and the online community in particular who need and would benefit from a shared platform on which to develop a community of practice. The IDA's communities.idea platform for local government communities of practice (CoPs) is very good, with great functionality. However, good, well-run CoPs need to be well resourced to enable facilitators of those communities to devote time to managing and promoting their communities (this is not just an admin role as it requires an understanding of the aims and objectives of the community).
- Incentivise collaborative working and ensure that permanent secretaries have this as a routine part of their performance review.
- Government is a huge beast and senior officials are focused on their career success which often means being judged against short term goals and whilst they may agreed good collaboration is sensible if they can't see anything in it for them then they'll play lip-service to it.
- As DH's representative on the FOI implementation working group (2005-2007) led by DCA's Lucien Hudson, I was very impressed how a small group was able to take forward the FOI legislation to positive effect. We openly shared common experiences, discussed how to overcome barriers and came up with agreed constructive solutions.
- Cross-govt IT issues remain a significant blocker.
- I think effective collaboration will be achieved not so much by providing tools but by setting and making commitments to shared objective, shared understanding of the issues faced across our customer bases and having the senior commitment, buy-in and direction to enable projects to thrive. Most of this is about meeting more F2F rather than in an 'e' environment. The relationships must be built before 'e' becomes effective.
- The CPS are currently working to introduce SharePoint - we would be interested in finding out the level of adoption for this tool across government.
- One major barrier I have is the IT system within my department (DH)- the email system is outmoded, archaic and does not communicate with other systems (scrambling emails, calendar invites do not translate). On top of this our server often crashes delaying delivery and receipt of emails. Due to technical problems of emails failing to work either on local or department wide basis I have more than once had to resort to using my private (hotmail) account. This is especially a problem in my area as we are a cross government unit (between DH and DCSF) and it creates huge communication barriers within the team let alone our wider work.
- To work in this way you need to have confidence in your partner organisation. So often, confidence is lacking.
- Call centre load (and skills) sharing across government. Developing channel optimisation strategies with and across departments that includes face to face. Developing a national numbering strategy for all government. Co-ordinating back office functionality across departments and with private sector. Developing KMS capability and tools that support citizen centric service development and enables public sector transformational change.
- Trust is a key factor. Unless departmental systems can trust users from other departments, it is very difficult to bring users together quickly and easily. If a joint governmental tool were available (on GSI for example), then all users would be able to participate more easily because internal security concerns would be overcome.
- The most important thing to sort, as a first step, is a shared directory across Government so we can find the people we need to collaborate with.
- Where individuals are able to get together with an agreed objective, I have experienced very positive collaboration typified by a determination to achieve the desired outcome irrespective of

Departmental boundaries. However, in non-Departmental parts of Government I have found enormous reluctance, with few levers to pull on to motivate or incentivise collaboration. For example, statutory inspectorates have proved very reluctant to engage in dialogue and have in the past emphasised how independence is built into their DNA. The churn here, as well as in other Government Departments, has undermined hard-won progress. My experience here suggests that whilst individuals have a crucial personal responsibility to effect collaboration, in itself an edifice of personal relationships is vulnerable given rapid turn-over and subsequent re-structuring of posts and responsibilities. As such a tool - or integrated set of measures that support collaboration at a Departmental level - would be very helpful.

- It's not a tool we need but a shift in the machinery of government to better facilitate collaboration. At the moment it is a 'nice to have' on top of departmental responsibilities rather than seen as essential and is dependent on the drive of the perm sec.
- Government departments want to protect their own interests and are not necessarily interested in the 'greater good' of delivering a new service or realising benefits - this is inherent at a senior level and will only change at a working level when senior management lead by example.
- Getting the right communications is key, both the more detailed communications to those closely involved - face to face meetings, key documents, etc.; and the broader communications needed for those who are interested but not so closely involved.
- Certainly a lot of work has been done by all departments across government to share design standards. However, there are a number of sub-groups that have been set up and can be conflicting. The Cabinet Office need to make people more aware of their own role in this work, but the Cabinet Office are doing a lot of work on bringing government departments together.
- Tools will help, but successful collaborative working is more about having a vision of what needs to improve and the wherewithal and commitment to make it happen and achieve outcomes for the wider benefit of customers. A tool would be helpful if it focused service providers on what they are there to deliver, to remind them that the customer wants a service and has little interest in any bureaucracy that may lead up to it.
- The key is to make data, information and know-how easily and quickly accessible to all. All systems for accessing staff, data (metadatabase) files (EDRM), expertise, etc should be the same (or second best interoperable) and data and information standards harmonised.
- I think a directory across government which highlighted roles and responsibilities would be very helpful to identify necessary contacts across government (perhaps similar to that we have internally). I think understanding the strategic objectives/ the principal goals for all government departments would be helpful, and indeed having visible objectives for government in general. Highlighting the benefits of collaborative working would also be useful, but there is nothing like seeing the benefits in practice to help you realise its importance.
- I feel that the use of any type of technology by the Civil Service may be adopted with some hesitation. The people that generally make the decisions about whether or not to finance such projects are not going to be the end users of the tools. Based on personal experience, I have found that this, and lack of familiarity or adversity towards technology is hindering the adoption and potential adoption of such schemes.
- I strongly believe that resources should be identified and project management introduced rather than the holistic "virtual" organisation model which currently applies. Current systems lead to complicated governance with little dedicated resource and variable buy in, almost wholly reliant on personal relationships to succeed.
- Collaboration tools are only effective if the culture and governance of the organisation is in place to allow them to succeed. Even then, they require rigorous standards and management if they are not to become quickly unmanageable. The resource requirement to maintain them should not be underestimated.
- Main issue is history of silos in Departments and current senior SCC being trapped in 'old' ways of doing things.
- Would be good to know what has been produced (I work in market research).

- I find the HMRC eRoom very cumbersome to use.
- Don't assume a one-size fits all model. There will be different communities, or different scales. Smaller communities will be quite tight and closely connected, larger communities will be more diffuse. For collaboration to work, we need to support a variety of different models, which will vary depending on the size of the communities involved.
- From the outside (small NDBP) it feels as if those in Government departments are attempting to work collaboratively because they are being told to. I'm not sure they recognise a need to do it. We need to work collaboratively, so we do. When working with Government we have to fit into our sponsoring body we have to fit into their constraints with very little, if any debate on how an objective might be achieved together. Although, at a strategic level there are some very good relationships between us, a culture of collaboration is largely missing. We should not be looking only at projects, but at the way of working across the board.
- A government wide tool that is as fast and efficient as Google.
- Being based away from Whitehall, one of the biggest challenges I face is building and maintaining relationships and networks given the reduced opportunities I have for casual face-to-face interaction. I would very much welcome a service-wide online facility to assist with this. Such a facility might also be used to expose collaborations more openly, making it easier to identify who is doing what in any given sphere, and to join in. I am aware that it would involve a significant culture shift, but I am keen to experiment and use my own project as a test-bed, and I know I'm not alone.
- Collaboration should be the default position for all government funded initiatives
- Private sector experience shows that collaborations should start with face-to-face meetings, followed by the use of collaborative tools and occasional face-to-face follow ups. Using this approach I have successfully run projects with teams members simultaneously in Delhi, Boston, London and Seattle.
- Very difficult to identify the main players in government who have a specific role. For example I couldn't identify the owner in the Treasury of the Managing Public Money publication when I wanted to discuss the charging policy. I used the e-mail contact point on the website as a last resort but got no response.
- I have had experience of the Arts Marketing world where, because of lack of funding, collaboration is essential. The GCN is a good tool for communications collaboration and if this could be replicated as a general tool (i.e. discussion threads, information store etc) or for Policy, Finance etc, it would be a useful start.
- We have worked together in the South West to build relationships with other Departments - we have quarterly meetings to discuss various topics. One project that failed to deliver was Leadership/management development - a local fast track approach. Lack of funding finished this off although we had done a substantial amount of work towards it. Areas of expertise - like assessment Centres - would seem to be ideal for collaboration.
- Easy search for people by role, interests and expertise. Shared document libraries across government. Cross government chat room online to share ideas
- While it is important to remember that introducing a tool does not automatically lead to better collaboration, it certainly helps pull down some of the barriers.
- The main issue is conflicting policy priorities and if collaborative working is going to be successful, civil servants need advice and training on negotiation tools. Document sharing systems and such are merely enablers to help collaboration once this main issue has been dealt with.
- It is helpful to start with collaboration around specific, time limited tasks to build familiarity. Also need clear boundaries and standards of behaviour to make people not used to social networking tools feel confident that they know what they are doing.

- We need to get the basics right – i.e. being able to find the right people easily.
- GCN site is turning into a good knowledge-sharing tool, as are IDeA networks. Two email groups for intranet and website managers organised by DfiD are also very effective for sharing information.

Question 10

Which Department, Agency or other organisation do you work for?

Response count: 165

Skipped question: 35

Department or other organisation	Number of respondents	Percentage
Department of Health	32	19.4%
HM Revenue and Customs	17	10.3%
Department of Work and Pensions	17	10.3%
Cabinet Office	13	7.9%
Home Office	7	4.2%
National Archives	7	4.2%
Department for Environment, Food and Rural Affairs	7	4.2%
Office of Government Commerce	6	3.6%
Foreign and Commonwealth Office	5	3.0%
Department for Transport	4	2.4%
Communities and Local Government	4	2.4%
Ministry of Justice	4	2.4%
DirectGov	3	1.8%
Department for Children, Schools and Families	3	1.8%
Office for National Statistics	2	1.2%
National School of Government	2	1.2%
Legal Services Commission	2	1.2%
Treasury	2	1.2%
Department for Business, Enterprise & Regulatory	2	1.2%
Government Office Network	2	1.2%
Companies House	2	1.2%
Highways Agency	2	1.2%
JobCentre Plus	2	1.2%
Ministry of Defence	1	0.6%
Government Equalities Office	1	0.6%
Food Standards Agency	1	0.6%
Crown Prosecution Service	1	0.6%
English Heritage	1	0.6%
NHS Direct	1	0.6%
Her Majesty's Courts Service	1	0.6%
Driving Standards Agency	1	0.6%
Department for Innovation, Universities and Skills	1	0.6%
Scottish Government	1	0.6%
Independent Police Complaints Commission	1	0.6%
National Audit Office	1	0.6%
Tell Us Once	1	0.6%
The Office of Gas and Electricity Markets	1	0.6%
Health and Safety Executive	1	0.6%
Department for Culture Media and Sport	1	0.6%
Serco TTI Ltd.	1	0.6%
Other	1	0.6%

Question 11

<i>What part of the organisation do you work for?</i>		
	Response percentage	Response count
Policy	38.5%	72
Other central function	46.5%	87
Executive Agency	10.2%	19
Local government	1.6%	3
Health Service	0.5%	1
Other public sector	2.7%	5
Policy	38.5%	72
		Answered question: 187 Skipped question: 13

Question 12

<i>Is your job graded as:</i>		
	Response percentage	Response count
Senior Civil Service - Pay Band 1	13.4%	25
Senior Civil Service - Director level and above	16.6%	31
Grade 6/ 7	38.5%	72
Below Grade 7	26.7%	50
Other	4.8%	9
		Answered question: 187 Skipped question: 13

Question 13

<i>How long have you worked within the Civil Service?</i>		
	Response percentage	Response count
Less than 1 year	9.2%	17
Between 1 and 2 years	14.1%	26
Between 3 and 5 years	23.4%	43
Between 6 and 10 years	8.2%	15
Over 10 years	45.1%	83
		Answered question: 184 Skipped question: 16

Question 14

<i>What is your age?</i>		
	Response percentage	Response count
30 or under	26.6%	49
31 - 40	21.7%	40
41 - 50	32.1%	59
51 - 60	18.5%	34
61 or over	1.1%	2
		Answered question: 184 Skipped question: 16

Question 15

Are you:		
	Response percentage	Response count
Male	47.0%	85
Female	53.0%	96
		Answered question: 181 Skipped question: 19

Question 16

<i>Many thanks for your contribution. We will also be establishing a community of practice going forward, to support and contribute to the development of cross-government working initiatives. If you would like to be involved, please register your interest and further details will be provided. May we contact you to discuss collaborative working in future?</i>		
	Response percentage	Response count
Yes	78.1%	139
No	21.9%	39
		Answered question: 178 Skipped question: 22