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⊕ Contributors

Overview

GOVERNMENT DIGITAL GETS ELECTION KICKING

Image: Getty

Technology transformation in the public sector, as government goes online, is coming under renewed and intense scrutiny in the run-up to the general election, writes **John Lamb**

£1.7bn-£1.8bn savings a year from delivering digital government public services

Source: Cabinet Office

DECEMBER

9 10

UK summit of **D5** global network of digitally advanced governments

Source: GOV.UK

With a general election only five months away, the public sector's digital services have once again become a political football.

Politicians and groups keen to influence them are kicking around digital strategies designed to boost the business of government and get better value from the £14-£16 billion annual state spending on IT, as well as giving citizens more power over their lives.

The Labour party has just published an independent report called *Making Digital Government Work for Everyone*, commissioned by shadow cabinet office minister Chi Onwurah. It argues for a people-centric approach, recommending that government should train 4.9 million people in digital skills over the five years of the next parliament in order to ensure they gain the benefits of being online.

Echoing concerns over data privacy and security in the wake of the Snowden revelations of intrusive surveillance by the US National Security Agency, the report also argues for the introduction of an ethical framework to win back trust in IT. In addition, government departments rather than the central Government Digital Service should take responsibility for digitising their services with digital transformation becoming a cabinet-level responsibility.

"We are at a critical moment for the evolution of digital services in the UK, and we face critical questions about technology and democracy. Who is technology for: the geek elite or those who need the greatest support?" says the report's author Tom Chatfield.

The Liberal Democrats are also concerned about privacy. The party's manifesto will argue for a ban on the mass collection of data from British residents by police and security services, and an insistence that powers of surveillance are not extended without parliamentary approval.

During the 2010 election, the Conservatives made the running with a programme of reforms which saw the creation of the Government Digital Service to oversee the transfer of paper-based services online. Cabinet office minister Francis Maude launched gCloud to automate the business of buying digital services and to open government business up to a wider group of suppliers.

He also presided over the introduction of agile development methods to speed up the business of developing applications and ensure smaller companies have a bigger share of government business. And he attempted to spread really big central-government outsourcing contracts among more suppliers.

OLD FAILINGS REMAIN

The Conservatives, like Labour, have yet to publish their manifesto, but it is clear the coalition government's current programme is still a work in progress. Some of the old failings remain. For example, the flagship IT project to amalgamate tax and benefits payments in universal credit is currently running late and over budget.

"The Department for Work & Pension's unacceptably poor management of this programme has wasted time and taxpayers' money, with a staggering £600 million spent in four years just to get to the first stage of business case sign-off," according to Public Accounts Committee chairwoman Margaret Hodge.

"Politicians have no excuse for ignorance about the deficit-busting benefits of digital government, which entails overturning our traditionally organised public-service infrastructure in favour of open standards and the consolidation of procurement," says Mark Thompson, a lecturer in ICT systems at Cambridge Judge Business School and an adviser to the Cabinet Office.

> **Politicians have no excuse for ignorance about the deficit-busting benefits of digital government**

In the absence of manifestos from the main parties, lobby groups have filled the gap with their own. techUK has produced a three-point plan which calls for closer engagement with civil servants, better information about public-sector contracts and more innovation, which would involve giving civil servants more freedom to experiment.
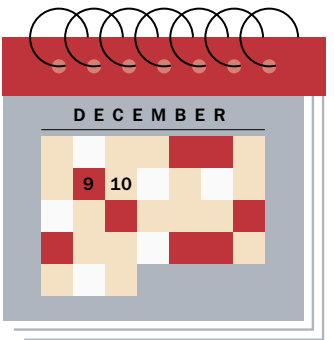
"The challenge now comes in the detail of execution, and in ensuring that those holding the pen on political party manifestos understand and recognise the size of the prize of digital for the next government," says Anthony Walker, techUK's deputy chief executive.

He believes the key to digital government lies in improving the civil service's technical and commercial skills. Mr Walker also argues that every department should have a digital minister reporting on efforts to grow the UK's digital economy. In addition, techUK wants to find room for new posts including a chief privacy officer and a digital trade tsar at the Foreign Office.

Mr Walker's ideas could soon be put to the test as a raft of central-government contracts comes up for replacement. For example, the HM Revenue & Customs' ten-year-old contract with Cap Gemini and Fujitsu for the Aspire tax system, the biggest deal in central government, is due to expire in 2017. By then HMRC will have forked out £10.4 billion compared with the £4.1 billion the system was originally estimated to cost.

HMRC is expected to follow government guidelines by breaking up the new contract and sharing it among a wider group of suppliers. The department intends to be more closely involved in developing a replacement and has opened a new Digital Delivery Centre in Newcastle upon Tyne. However, the National Audit Office recently criticised the slow progress the department was making towards putting new arrangements in place.

Belief in the ability of digital services to transform government services is still strong, despite the difficulties in moving away from monolithic management practices. The question remains whether this particular football finds its way into the net or is just kicked into the long grass. ℝ

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Commercial Feature

Making digital government work

cBrain's F2 case and document management software is driving departmental productivity in the Danish government, creating greater transparency and making users happier

cBRAIN

Per Tejs Knudsen
Founder and chief executive
cBrain

There are few better depictions of how government works than the TV series *Yes Minister*. But the fictional Department of Administrative Affairs in Whitehall is a long way from the smooth-running, paperless administration of the Danish government.

Ten Danish departments, including the Prime Minister's Office, the Foreign Ministry and the Transport, and Climate and Energy ministries, are currently using the F2 digital public administration platform from Danish company cBrain to transform their workflow, reduce their IT storage costs, and improve the job satisfaction of civil servants.

The software – available in the UK through the G-Cloud 5 framework with support for PC, smart mobile and tablets – has improved the productivity of Denmark's ministries through integrated workflow that supports case-processing, collaboration, knowledge-sharing, document management, archiving and records management.

F2 was developed together with several Danish ministries, starting with the Ministry of Social Affairs in 2006 and the Ministry of Transport in 2009. The Ministry of Climate and Energy followed, implementing the suite in just eight weeks, while the Ministry of Foreign Affairs is now rolling out F2 globally at 100 locations.

It runs on a standard platform that can be configured without any programming. Both the Danish Agency for Governmental IT Services and the ICT provider for the German state administration in Mecklenburg-Vorpommern are now offering F2 "as a service", with the Danish agency hosting eight organisations in the cloud, a move that can help reduce costs by up to 35 per cent. F2 cloud services include software maintenance and regular upgrades to the platform.

GREATER TRANSPARENCY

Two Danish ministries won a digitisation award for their F2 implementations. Thomas Egebo, permanent secretary at the Ministry of Climate and Energy, believes F2 has helped him save a much welcome two-and-a-half hours a week.

Jacob Heinsen, Mr Egebo's counterpart at the Ministry of Transport, explains that the software has increased departmental transparency and civil servants' job satisfaction.

"In the past, once employees had finished their work on a document, perhaps to provide an answer to a parliamentary question, they would give it to their boss. But they did not know the status and location of that document in the overall process," he says.

"With F2, we have increased our transparency. Civil servants can follow the document's progress in real-time, right up to the permanent secretary and minister, and back. For the employee, that means they can also track the productivity of their boss."

The transparency has helped improve user satisfaction. It is unusual for employees to admit they are happier two months after the introduction of a new case management system. But 62 per cent said they were satisfied with the ability to find documents and files (up from 12 per cent), 81 per cent were satisfied with the knowledge-sharing (7 per cent previously), and 37 per cent said the new system had increased their overall job satisfaction.

F2 has also increased efficiency through mobility. In a fast-moving world, where the wheels of government business have to match increasing citizen and news media demands, permanent secretaries and ministers will often track critical documents through F2's secure mobile access for devices such as tablets and smartphones.

F2's integrated social media, including chat and presence, has itself helped improve productivity, cutting case processing time by a third, from 3.5 to 2.2 days.

"Now, I can turn my waiting time or transport time into productive time," says Mr Heinsen. "I can pull out my iPad and it will have been automatically updated. I can read a document, decide what to do with it and send it back. And I can do it in my car, while my wife is driving, on the train or in the airport."

cBRAIN'S EXPERTISE

Per Tejs Knudsen, cBrain's founder and chief executive, says F2 evolved out of cBrain's expertise in understanding processes and building applications to support them.

"We collaborated with ministries to provide a standard system that can be plugged in to support their work. It is not just a document management and archiving system, but a production platform that provides mobile access," says Mr Knudsen.

F2's impact on productivity and ease of use has enabled senior civil servants to show leadership, and be an exemplar to the rest of the organisation in using the software.
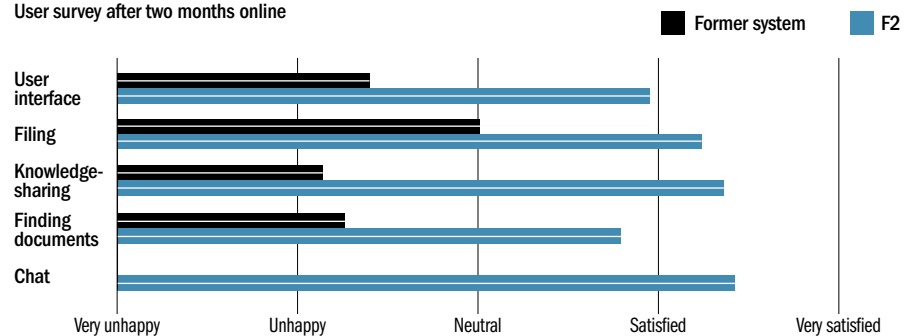
"It is the top management that makes it happen. And it starts with the permanent secretary. If they are early adopters, the rest of the ministry will follow," he says.

For Mr Knudsen, F2 also provides a strong environmental and cost-reduction story, offering savings on IT storage.

"Before the F2 production process was introduced, you could almost follow a document's progress by where it was being printed," he says. "Then, huge copies of documents meant there were 25 times more documents in e-mail as in document management. F2's adoption has almost eliminated the use of internal e-mail – 50 per cent of all communication in ministries is now through chat rather than e-mail."

The Danish ministries are demonstrating how an integrated administration platform such as F2 can digitise workflow offering a transparent approach that supports knowledge processes in public and private organisations, from civil servants to permanent secretaries and employees to chief executives.

Perhaps Shakespeare's famous quote in *Hamlet* should read: "Something is successful in the state of Denmark."

IMPACT OF USING F2

User survey after two months online

■ Former system   ■ F2

	Very unhappy	Unhappy	Neutral	Satisfied	Very satisfied

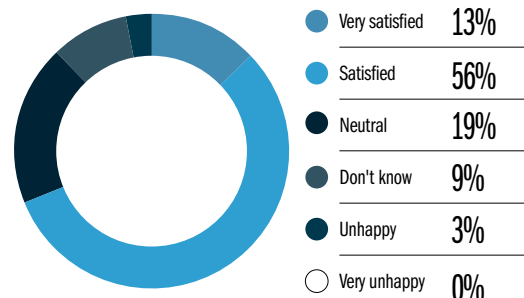User interface · Filing · Knowledge-sharing · Finding documents · Chat

96%
say transparency has improved with the new system

37%
say the new system has increased their overall job satisfaction

User interface: F2 system

● Very satisfied	13%
● Satisfied	56%
● Neutral	19%
● Don't know	9%
● Unhappy	3%
○ Very unhappy	0%

Knowledge-sharing: satisfied users

■ Former system   ■ F2

81%

7%

> The Danish ministries are demonstrating how an integrated administration platform such as F2 can digitise workflow offering a transparent approach

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P05

IT Procurement

FEDERATED APPROACH TO CONFLICTING DEMANDS

Image: Alamy

The public sector typically swings between centralised and localised approaches to IT procurement. Could devolution drive a federated "third way" that offers the best of both worlds? **David Bicknell** reports

S cotland's continuing timetable towards devolution heralds a decade of change in the English public sector, with profound implications for IT procurement as Whitehall governance looks set to pass to major cities and counties.

Amid an ongoing debate over centralised economies of scale versus a local approach, the recent aim has been to create a more intelligent, single government customer using its buying power to get the best deal from suppliers, while also influencing the behaviour of individual buying organisations, such as local authorities, health trusts or police forces.

One way of achieving this is by using centralised procurement vehicles, such as framework agreements and shared services.

Recent Kable research indicates that some types of IT solution are more amenable to a shared approach than others. Jessica Figueras, author of Kable's *The Good Frameworks Guide 2014*, argues that most attempts to centralise procurement via framework agreements have met with disappointing results.

"Some 84 per cent of the frameworks in our sample did not achieve their forecast value and more than half achieved 25 per cent or less. Central buying organisations, such as the Crown Commercial Service, are increasingly aware of this problem and are starting to monitor performance more carefully. This also applies to the devolved governments, which are becoming more active in tendering their own framework agreements, and need to focus on the most promising areas rather than creating unnecessary duplication," she says.

John Jackson, chief information officer at Camden Council, says procuring IT in the wake of devolution means trying to get the best of both worlds.

"You've got the autonomy to make decisions to meet the things you need to do locally versus what you get with working together, through scale, leverage and so on," he says. "If you are buying an application for a piece of software, you might say that this is the minimum architecture and principles we need: it has to be able to share data, comply with a set of standards. Then you let people select the suppliers they need to do that. So you get the commonality, the common blueprint, the benefits of scale and standardisation, but you also retain the local choice of how and when you want to do it."

Jos Creese, chairman of the Local Public Service Chief Information Officers' Council, believes traditional views on the merits and weaknesses of shared or local IT procurement have been polarised, and in practice neither of these views holds the complete answer.

GREATER FLEXIBILITY

"First of all, there needs to be greater commonality in how technology is procured and shared, not least because of the huge obstacles we have created to sharing information and data between different systems. At the same time, there needs to be greater flexibility in how technology platforms are used, which can stimulate innovation and creativity at a local level in a digital world. This is going to be increasingly the case with the potential impact of greater devolution on IT procurement," he says.

"The future clearly points to greater decentralisation, with the customer and the public in more control, and communities and regions being more autonomous. IT, through low-cost personalisation applications, such as social media and smartphones, is creating this opportunity. Yet through effective procurement, IT can also ensure appropriate collaboration to secure economies of scale and commonality over issues such as security and information sharing."

FEDERATED METHOD

There may be a third way, a federated method that bridges the centralised and localised disciplines. Professor Mike Martin, of Newcastle University Business School, suggests such an approach is particularly relevant following the referendum in Scotland.

> An approach based on federated infrastructure involves the negotiation of shared intentions and priorities rather than the imposition of central control and direction

"The problem is that for the last few decades we have only been able to build systems and make investments in public administration that are monuments to the current policy and which must be jettisoned when the inevitable change in policy occurs," he says.

"Scotland presents an interesting case because the combination of the

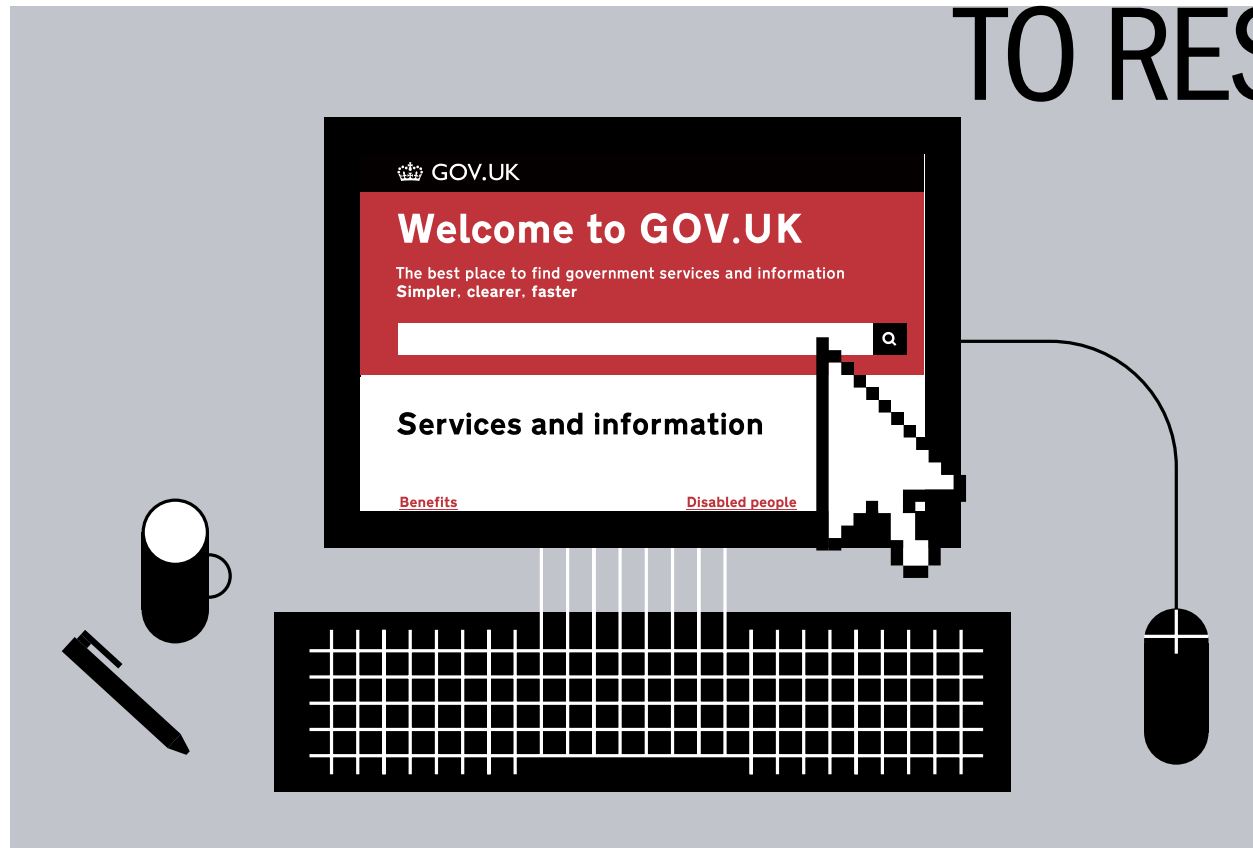Whitehall could lose control of IT procurement as devolution takes hold

size, the geography and the English neighbours means that an integrationist approach has been just possible and sustainable. The experience of Connecting for Health [closed on March 31, 2013] has shown that this is not the case for England.

"I believe strongly that an approach based on federated infrastructure allows the issue of central, regional and local community balances of power and responsibility to be a matter of configuration and governance rather than something imposed through hard wiring and plumbing. It involves the negotiation of shared intentions and priorities rather than the imposition of central control and direction."

One development worth watching is Norfolk's Digital Norfolk Ambition (DNA) project. The county council's agreement with Hewlett Packard aims to save £10 million from its IT budget over five years while delivering more effective services for those in need.

Al Collier, Norfolk's head of procurement, says: "There has rightly been a shift towards buying commoditised ICT through central deals, but some requirements require a more strategic relationship with the vendor. We used a lean competitive dialogue process to deliver the deal in less than six months and minimise bid costs, and we think we got an excellent deal with lots of added value for the local economy. But this isn't the all-encompassing outsourcing of old – we are building the architecture to slot in software-as-a-service offerings from a range of other vendors, many of them procured through central deals." ®

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Computing

UK SETTING EXAMPLE TO REST OF WORLD

The UK is blazing a trail with digital government and picking up admirers along the way, writes **Stuart Lauchlan**

Today in London, Cabinet Office minister Francis Maude is hosting the inaugural conference of D5, a new global group of five of the most digitally savvy governments in the world.

Alongside Mr Maude are representatives from the governments of South Korea, Israel, Estonia and New Zealand.

On the agenda are shared efforts to identify how to improve digital services, collaborate on common projects, and support and champion their growing digital economies, with specific focus on open markets, teaching children to code and connectivity.

It's the latest indication of the UK's rise to become one of the most influential exemplars of best practice in digital government, an ascendency that has seen other administrations around the world determine0 to follow the lead of the British.

GDS TEMPLATE

Perhaps the most telling indicator of the UK approach to digital government is to be seen in the formation of the Government Digital Service (GDS), a team of specialists who sit within the Cabinet Office with a cross-portfolio brief to enable, empower and assist in the shift to digital delivery of key government services.

Headed by executive director Mike Bracken, GDS has been a genuine success story since its inception three years ago, with Mr Bracken's starting point being: "In a digital age, traditional policy-making is largely broken. It is slow, inflexible, unnecessarily complicated, afraid of technology and afraid of change."

The most visible external manifestation of GDS work came two years ago with the launch of GOV.UK, a single online portal at the heart of government which by the end of this year will have replaced 320 government and agency websites. GOV.UK has saved an estimated £60 million in 2013-14 alone.
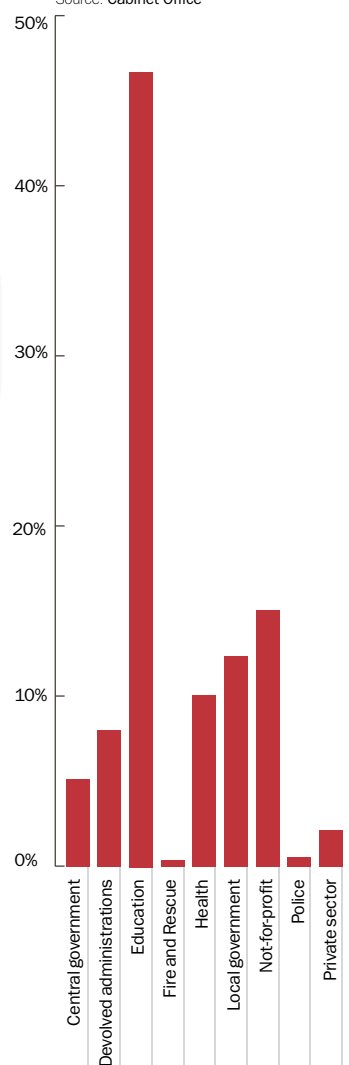
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It is also a beautiful piece of design, picking up the 2013 Design of Year award for being what the judges called "the Paul Smith of websites... GOV.UK looks elegant and subtly British."

Subtly British perhaps, but it's something that caught the eye of the New Zealand government, which essentially did a "cut and paste" on the GOV.UK code to build its own version, Govt.nz .

New Zealand principal adviser for digital engagement Jared Gulian openly acknowledges the debt to GDS. "While Govt.nz didn't use GOV.UK code or design during our alpha phase in February 2013, we realised back then that GDS was already solving the same problem we were facing," he says. "Their commitment to user-centred design, site iteration based on feedback and transparency is very compelling. And we were smitten with their design principles."

It's all a great example of international collaboration between digital governments of a kind that the UK Cabinet Office has been keen to encourage. So, for example, an agreement has been signed with Israel to have the two countries work on new digital-by-default services for government, which follows a similar pact with Estonia.

OVER THERE FROM OVER HERE

All this has caught the eye of the United States government. In Washington, a lot of attention has been paid to GDS and the federal government's ICT decision-makers have borrowed a lot to meet their own needs.

Take for example, 18f, a digital agency set up on the corner of 18th and F in Washington with a brief to be "a new way to procure, build and deliver innovative technology, digital services and public-facing applications". Its messaging is perhaps a little more private-sector digital than formal government – "We make easy things easier and hard things possible!" – but the underling mission statement and operating principles are essentially lifted from GDS.

Alongside this, there's a more obvious attempt to replicate GDS in the form of the US Digital Service (USDS), headed up by Mikey Dickerson, the man credited with pulling the ObamaCare HealthCare.gov website back from the brink. USDS has its role defined as "removing barriers to exceptional government service delivery, and remaking the digital experiences that citizens and businesses have with their government". It's textbook GDS.

Of course, the UK has borrowed from the US as well, with the Obama administration's Cloud First policy by which all ICT procurements must consider a cloud-computing option first before deciding on an alternative – setting a precedent for the UK's central government Public Cloud First mandate.

This was introduced in 2013 to encourage wider use of the G-Cloud procurement framework which has itself become an exemplar to governments around the world, including India, Canada and Australia.

The most open acknowledgement of G-Cloud roots can be seen in Canada, where the G-Cloud First for Canada campaign by tech industry group CATAAlliance used the precedent of the British model to push for a similar approach to be taken there. "Adopting best practices, such as those in the UK, will accelerate processes and cost efficiencies, and have a direct impact on the government's bottom line," says CATAAlliance chief executive John Reid.

> **Other administrations around the world have followed the lead of the British**

The message sank home with the introduction of a cloud-first programme modelled on the G-Cloud example of delivering commodity cloud services through an online storefront complete with transparent pricing.

BORROWING FROM BRITAIN

Elsewhere this year the Indian government launched the GI-Cloud (Government of India Cloud), again heavily borrowing from G-Cloud best practice, while Australia has followed suit at both national and state levels.

In fact, it's ironic perhaps that, while so many Commonwealth counties have looked to G-Cloud as the template to follow, closer to home the European Commission has set itself firmly against such national programmes, dismissing them as unfit for purpose.

But the GDS team in charge of G-Cloud can take comfort from the commentary of research director Massimiliano Claps, at analyst house IDC Government Insights, who concludes: "The UK government is ahead of the curve compared with other countries in Western Europe in terms of cloud-computing adoption across all deployment models." ◾

UK G-Cloud:
Potential customers by sector

Source: Cabinet Office

Sector	%
50%	
40%	
30%	
20%	
10%	
0%	

Central government
Devolved administrations
Education
Fire and Rescue
Health
Local government
Not-for-profit
Police
Private sector
Other

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European Union

... BUT IT'S EUROPEAN DIS-UNION

Not for the first time, the UK and the European Union do not see eye to eye, as **Stuart Lauchlan** discovers

F ormer European justice commissioner Viviane Reding sighed as she said: "I have stopped counting on the UK's support for pushing through strong European data protection rules", making clear her weariness to Westminster's objections on a variety of ICT-related proposals coming out Brussels.

Just as the UK's relationship with Europe is troubled politically, so too is the UK stand on European Commission (EC) plans concerning a range of technology issues, from toughening up data protection, through creating a pan-European cloud-computing strategy, to the controversial "right to be forgotten".

Cloud computing is a good illustration of how wide the divide can be. In the UK, the G-Cloud programme provides public sector organisations with a mechanism to procure commodity cloud services more conveniently and cost effectively than by using traditional procurement processes. By the end of October, £345.6 million had been spent via the framework, up from £63.5 million a year ago. Unsurprisingly the initiative is regarded a success story by the UK government.

CLOUDY THINKING

Brussels on the other hand disapproves of such national programmes. Until recently, Neelie Kroes, commissioner for the digital agenda, drove the EC's cloud-thinking. "If we take a national approach, content ourselves with small clouds stuck in small markets, if we lock data within old borders, then we are limiting our cloud ambition," she stated.

The EC's cloud-thinking is that having standardised practices and centralised codes of conduct emanating from Brussels will remove barriers to cloud adoption, fuel a cloud economy of €200 billion and create 800,000 jobs.

The UK government sees it – in the words of chief technology officer Liam Maxwell – as a "tremendously retrograde step". As such there's currently no British involvement in the likes of the EC's Cloud for Europe search for common frameworks for public sector procurement of cloud services.

DATA DIVISION

It's the same when it comes to data protection. Existing 1995 data protection regulations, written in a pre-internet, pre-cloud age, undoubtedly need updating. Where the UK breaks ranks with Brussels is over how draconian the new rules should be.

Again the UK is isolated, albeit with Ireland for company, with former-commissioner Reding telling the German media that discussions with the UK and Ireland were "not important" and an "unnecessary" waste of effort.

A flashpoint came earlier this year with the "right to be forgotten" controversy, when the European Court of Justice ruled that European citizens could seek to have historical content removed from search-engine listings. By mid-October, Google alone had received more than 135,000 requests to "conceal the evidence", from individuals including paedophiles, politicians with scandals in their past and fraudsters.

The UK government has become the most vocal opponent of plans to enshrine the principle in data protection law. "The government, and governments of other member states with similar views, must insist on a text which does away with any right allowing a data subject to remove links to information which is accurate and lawfully available," warned Baroness Prashar, chairwoman of the House of Lords Home Affairs, Health and Education EU Sub-Committee.

With a new set of commissioners in place from November, is there any hope of a thawing in relations between the UK and Europe over any of this? The signs aren't good.

Ms Kroes' replacement is Günther Oettinger, previously the energy commissioner. When asked about the recent iCloud hacking of celebrity photographs, the man now responsible for European citizens' digital security responded: "Stupidity is something you cannot – or only partly – save people from." His comments brought derision from all sides.

Meanwhile, Ms Reding's successor as justice commissioner Martine Reicherts has no truck with opponents of the "right to be forgotten". "They have got it wrong," she says dismissively. "Just as work on the data protection reform has picked up speed and urgency, detractors are attempting to throw a new spanner in the works. I will not let them abuse this crucial ruling to stop us from opening the digital single market for our companies and putting in place stronger protection for our citizens."

As for the UK's stance, if the general election in May delivers any variant of a Conservative administration, nothing will change. If a Labour or Labour-dominated administration takes office, general relations with Europe might improve, but nothing much would move on the technology front. Plus ça change. ▣

■ There's currently no British involvement in the likes of the EC's Cloud for Europe search for common frameworks for public sector procurement of cloud services

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Data

PUTTING DATA TO WORK IN AUSTERITY UK

Data generated by digital technology within the public sector is a valuable, albeit sensitive, asset in times of austerity, writes **Dan Jellinek**

Radical improvements could be made in how data and technology are used to provide smarter services, according to the independent government advisory body, the Service Transformation Challenge Panel.

In other words, it is not just digital technology, but the data it generates, that can boost services in austere times.

While public sector data is often in the news – as open data, big data or personal data left lying about in skips – it is only recently that the potential of data analysis to improve services has become better understood.

Part of the power of data lies in combining multiple sources – open data, internal data and data held by partner organisations – to help target services, says Tom Smith, a member of the Cabinet Office's Open Data User Group and co-founder of data research firm Oxford Consultants for Social Inclusion.

Census information, for example, which is open data, can show a council which areas have the highest numbers of children living in workless households, says Mr Smith. "So you can ask are our library services reaching enough kids in need? Open data checked or matched against service data can give you that comparison."

Such analysis does cost money, but maintaining a research capacity in-house is "absolutely critical", he says. "There is a real challenge for all public agencies to bring in or keep enough research skills in the organisation, when good researchers and data scientists have increasing opportunities elsewhere.

"It is much cheaper to pull out data and do the analysis, than it is to target services in the wrong place," says Mr Smith. As a striking illustration, he cites the ten-yearly UK census, the biggest government data source. This costs some £400 million each decade, but has an estimated return on investment at ten times that figure, from helping locate expensive public services, such as schools, to use by retail firms in deciding where to open shops.
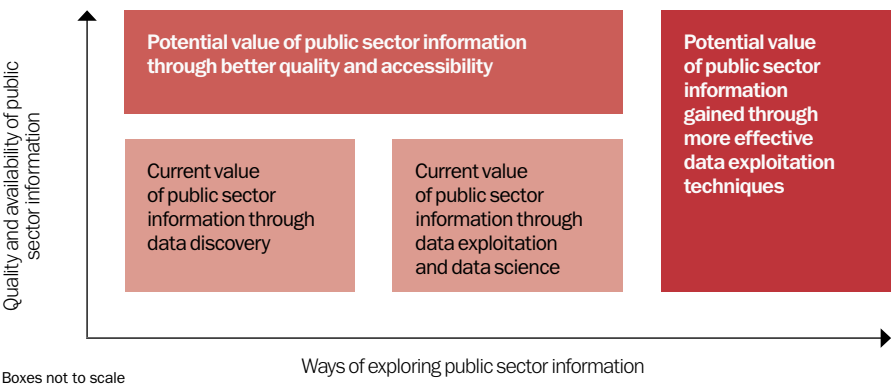
EARLY INTERVENTION

Another new area of data use is to predict and mitigate future need. "One of the ways to address cuts is to look for early intervention that is cheaper and has a bigger impact down the line", he says. "Data can be put together to find out which kids are most at risk of going into care, for example, or which older people are most in need of social care. Then councils can ask can they use that information to put in place smaller, cheaper support that helps people get on with their life for longer without requiring more expensive intervention?"

The final area of data value is to measure the impact of services once they have been deployed. Mr Smith says: "There's that classic business saying – I know half of my advertising spend works, I just don't know

UK PUBLIC SECTOR INFORMATION

GENERATING VALUE FROM PUBLIC SECTOR INFORMATION

Quality and availability of public sector information (y-axis)

Potential value of public sector information through better quality and accessibility

Potential value of public sector information gained through more effective data exploitation techniques

Current value of public sector information through data discovery

Current value of public sector information through data exploitation and data science
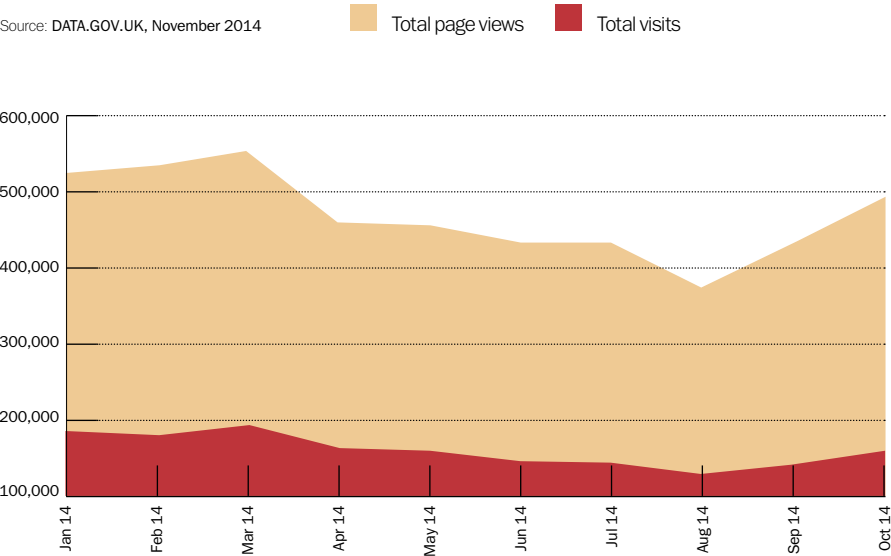
Boxes not to scale

Ways of exploring public sector information

ESTIMATES OF THE VALUE OF PUBLIC SECTOR INFORMATION IN THE UK

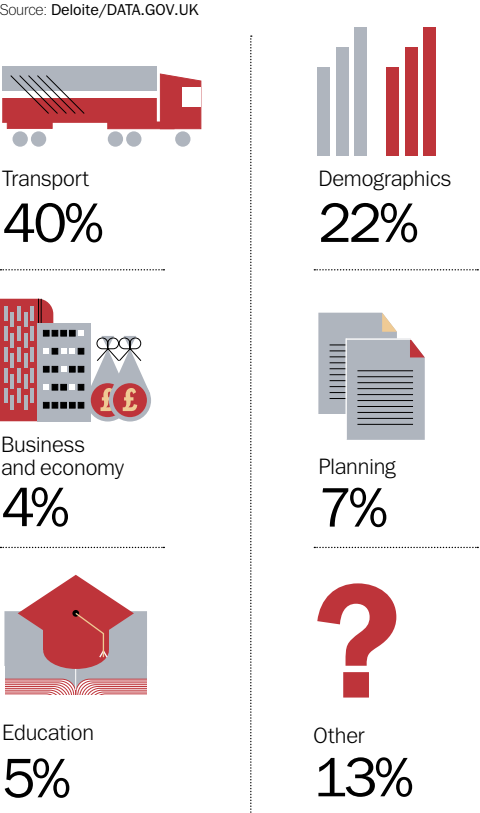| VALUE CATEGORY	MID SCENARIO	HIGH SCENARIO	LOW SCENARIO
Direct consumer surplus	£1.6bn	£2bn	£1bn
Producer surplus	£0.1bn	£0.1bn	£0.1bn
Indirect and induced value (supply chain and consumer spending)	£0.1bn	£0.1bn	£0.1bn
TOTAL	£1.8bn	£2.2bn	£1.2bn

DATA.GOV.UK SITE USAGE

Total page views   Total visits
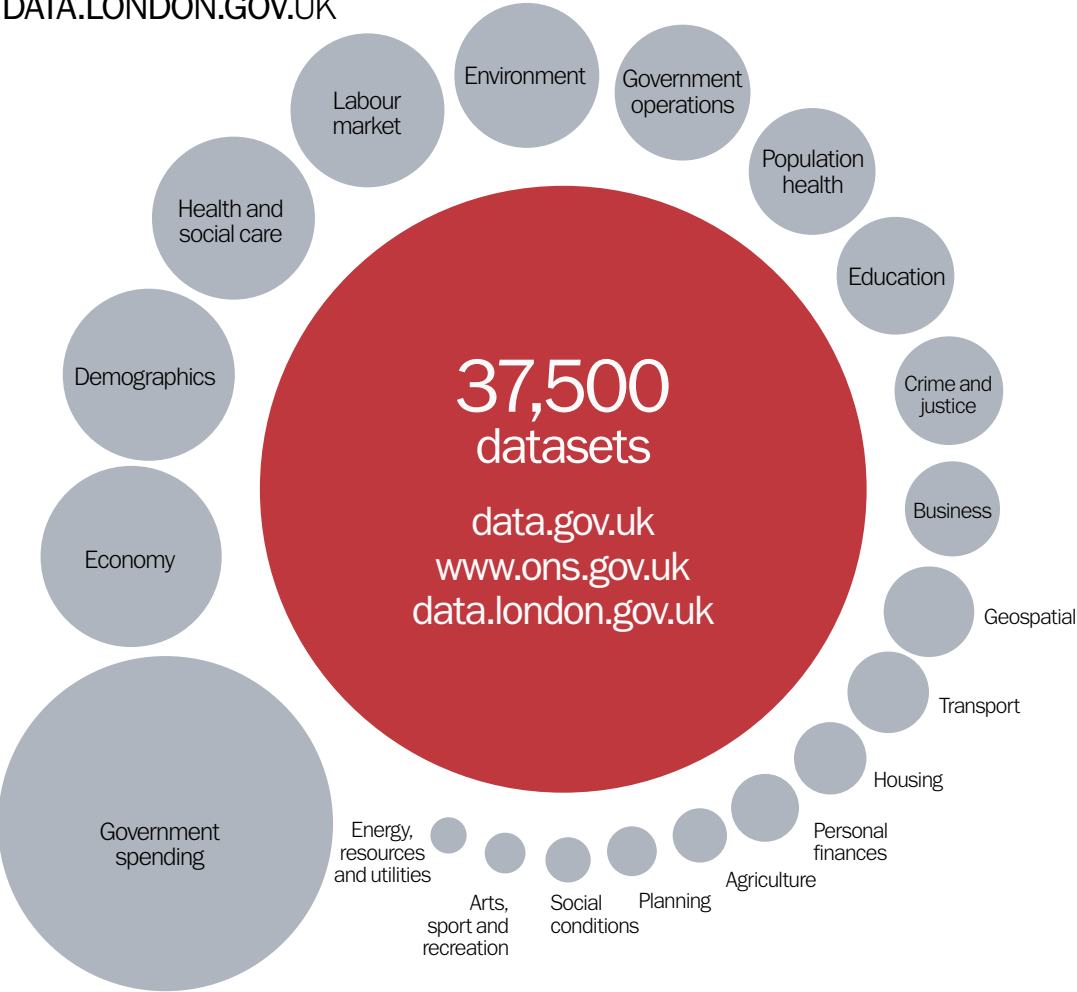
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TOP 5 COUNTRIES VISITING DATA.GOV.UK SITE

1 United Kingdom **80.7%**

2 United States **2.7%**

3 India **1.1%**

4 Germany **1%**

5 France **0.9%**

Source: DATA.GOV.UK, November 2014
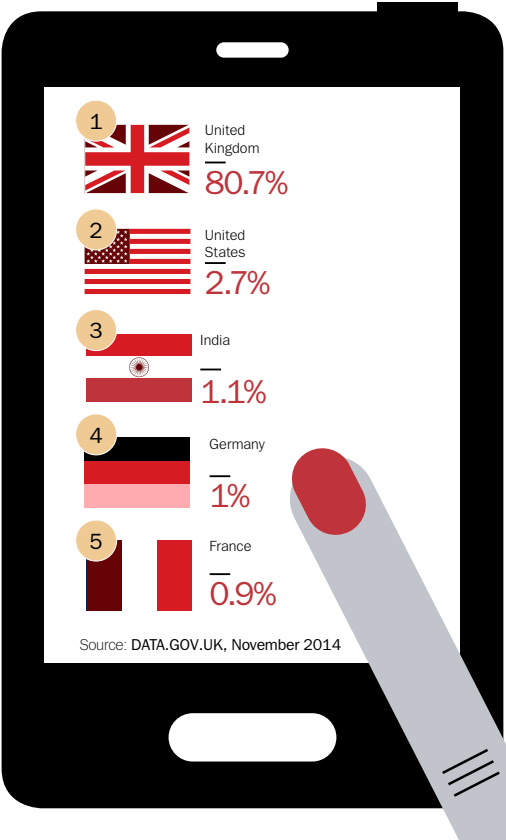
MOST REQUESTED DATA CATEGORIES

Source: Deloite/DATA.GOV.UK

Transport **40%**

Demographics **22%**

Business and economy **4%**

Planning **7%**

Education **5%**

Other **13%**

Source: **Deloitte/Open Data Institute**

NUMBER OF OPEN DATASETS ACROSS DATA.GOV.UK, OFFICE FOR NATIONAL STATISTICS AND DATA.LONDON.GOV.UK

37,500 datasets

data.gov.uk
www.ons.gov.uk
data.london.gov.uk

Labour market · Environment · Government operations · Population health · Education · Crime and justice · Business · Geospatial · Transport · Housing · Personal finances · Agriculture · Planning · Social conditions · Arts, sport and recreation · Energy, resources and utilities · Government spending · Economy · Demographics · Health and social care

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which half. Local authorities are in a similar position: they know some of their programmes work, but they don't know which ones."

Evaluation that does take place is often cursory and can also be hampered by the fact that service impact from one public body could best be measured by another.

"For example, a local authority running a programme to get people back to work would have to survey users afterwards every few months, which is expensive, and some of them wiXAll move away. But the Department for Work and Pensions [DWP] already knows exactly who has a job or who has come off benefits," he says.

"If you could just send 100 National Insurance numbers to DWP and ask how many of these are still on Jobseeker's Allowance, you could see the impact you were having."

There are a few scattered examples of this kind of collaboration, such as the Ministry of Justice project, Justice Data Lab, helping other bodies track the effectiveness of rehabilitation programmes by offering anonymised percentages of how many re-enter the justice system. "This is fantastic, but we should be getting sharper at it," says Mr Smith.

GOOD FOR HEALTH

Another service area on the brink of data-driven revolution is healthcare.

With the expansion of electronic health records, telemedicine and mobile health devices, an ever-growing data pool is waiting to be exploited, says Charles Lowe, president of the Royal Society of Medicine's telemedicine council.

range of health data with very little input from their owners.

"They will measure blood pressure, blood oxygen content, pulse rate, respiration, even body temperature, because when make a phone call it looks into your ear," says Mr Lowe.

Add to this specialist accessories to measure signs such as blood sugar level and we are entering a new world of data-driven care. But there are also concerns. With health data being highly sensitive, "people worry it is going to be given away and used to sell them stuff – or increase the cost of health insurance", he says.

Unfortunately, there is no simple way to restrict the use of data entirely to those desired by patients, Mr Lowe says, since data is so easy to replicate. So how best to tackle such a sensitive issue?

PRIVACY IMPACT

New work is emerging that provides a practical route to extracting public value from data while preserving privacy, says Jeni Tennison, technical director at the non-profit Open Data Institute (ODI).

The starting point is a "privacy impact assessment" framework created by the Information Commissioner's Office (ICO), Ms Tennison says, and new practical guidance on how to anonymise public service data is also due out in the spring from UK Anonymisation Network, a consortium comprising ODI, Manchester and Southampton universities, ICO and the Office for National Statistics.

"This will be a little more 'how to'. Anonymisation materials that are already available tend to discuss the problem, but are not oriented about what you should do," she says. "It will be

> ❝ It is much cheaper to pull out data and do the analysis, than it is to target services in the wrong place

The data can be valuable at a general as well as an individual level, says Mr Lowe. At the service level, anonymised data can be used to establish connections between activities or outcomes that can point to new cures and treatments for disease. "For example, if you know someone wakes up in the night a lot and two or three weeks later something more serious happens, that is going to direct your research to a wider pattern, and help you intervene more effectively the next time," he says.

Meanwhile for the individual patient, remote monitoring can help services react the moment alarms are triggered. And th e tools will soon be commonplace: the next generation of smartphones will feature sensors that can gather a wide

a step-by-step guide on how you should deal with issues, such as looking at how data that is already available could be matched up with yours, and how this might reveal details of individuals."

Most government departments and agencies accept it is right to release their data, though they can be overcautious, Ms Tennison says.

"In general, there is not much resistance among civil servants to the idea of being open because they are public servants and they get that," she says. "The culture you run into is traditional risk aversion, where if you can be less risky by not publishing then you don't publish, even when actual risk or potential impact is low.

"The civ caution, and thinking it through step by step should help make sure we get to a good compromise between openness and privacy." **R**

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Commercial Feature

Now showing: movie technology that could save public sector billions

As the NHS and other public-sector organisations work to go paperless in 2018, a technology originally developed for digital imaging and movie innovation is leading the way

Mark Hoole
eDocs UK key account manager
Wacom Europe GmbH

At first glance, it's difficult to see what the world of movie animation could have in common with procedures and reforms in the public sector. However, one company has taken the technology originally used in computer-aided design and film animation to create some of the most stunning and exciting box-office smashes, and is applying it to a routine business practice – the signing of a document.

For around 30 years, Wacom – founded and headquartered in Japan, with offices in Europe, the United States and China – has been creating products and services that help industry leaders push the boundaries of film and 3D animation in industry design, digital art and game development. Having created pen technology for tablets, it began ten years ago to take the same high-tech, innovative approach to electronic handwritten signatures.

Over the last few years, banking and other commercial sectors around the world have been enjoying the huge benefits offered by electronic handwritten signatures, but now a growing number of public-sector organisations are beginning to use Wacom's technology to cut costs, speed up processes and achieve their sustainability targets.

800,000

electronic handwritten signature workstations are equipped with Wacom hardware worldwide
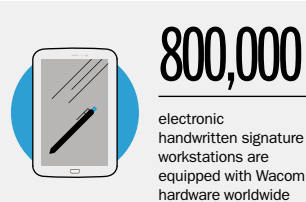
Assuming

each workstation captures 20 signatures a day, on 250 working days a year, this will result in...

4bn

signatures or sheets of paper a year

400kms

of paper piled high or the distance from London to Douglas, Isle of Man or further than London to Paris
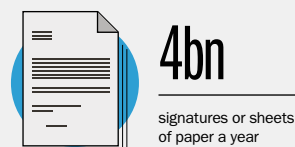
If producing

500 sheets of paper uses 7.5kg of wood and 130 litres of water, being paperless saves the environment...

60m kg

of wood

5,000

trees (25m high /12,000kg in weight)

1.04bn

litres of water

The requirement to go paperless in 2018 is adding further impetus. Health Secretary Jeremy Hunt has called for any crucial health information to be available to staff at the touch of a button, while PwC calculates that £4.4 billion could be invested back into the NHS with better use of information and technology. Electronic handwritten signatures are a key part of this goal.

There is a wide range of benefits that flows from electronic handwritten signatures. For example, they avoid the need for a single piece of paper to circulate in an office during which time it could risk getting lost, damaged or falling into the wrong hands. Another advantage that the private sector and now public bodies around the world are discovering is that parties can sign a document even if they're not physically present in the office.

> **Around 18 per cent of all UK office floor space is devoted to storing paper, so the cost-reduction of going paperless is huge**

This digital technology offers significant savings. It's estimated, for instance, that around 18 per cent of all UK office floor space is devoted to storing paper, so the cost-reduction of going paperless is huge. Not only that, but electronic handwritten signatures are now accepted in legal proceedings, and their use is approved for various formal documents, such as passports, ID cards and access cards.

But not all electronic signature technology is the same, hence the concerns among many public and private-sector organisations. "People worry that signatures will not be captured accurately and so they are afraid of fraud," explains Mark Hoole, eDocs UK key account manager at Wacom Europe GmbH. "But what we offer is a world away from the crude, pixelated electronic-signature device that many people are familiar with when they've signed for a delivery, for instance."

Wacom systems use highly sophisticated technology to ensure the greatest possible accuracy and security. Screens have a very high resolution and, along with the pens, they pick up minute biometric data, including every movement and subtle nuance of the human hand as it writes. This could also mean the speed, force and angle at which the pen hits the screen, how i's are dotted and t's crossed, the way people create loops when writing, and even how long it takes for the person signing to move from one letter to the next are measured and recorded with minute precision.

"This remarkable level of accuracy, combined with the signature being captured only as a data stream, using a Wacom pen and screen means that signature fraud could become a thing of the past," says Mr Hoole. "This is one of the reasons why so many banks use the company's technology. It also gives the experience of a natural signature."

Even with this high level of security, the systems are flexible. Thanks to a wide range of pens, Wacom technology also works easily with tablets and smartphones. The screens and pens are remarkably tough. In one test, even after half a million signatures, the screen was unmarked. "What a lot of clients also like is that when no one is signing on it, the screen can be used to display important information and messages," adds Mr Hoole.

Electronic handwritten signatures offer so many advantages to the public sector and meet so many of its growing requirements. Now they have a product that, thanks to its superior technology, is safe, flexible and cost effective.

For more information please visit http://signature.wacom.eu/

DTU – 1031

The DTU-1031's 10.1-inch signature display, state-of-the-art encryption and the ability to accept written input directly into the monitor makes it ideal for organisations that need a display with a minimal footprint, which allows users to view or complete full-size documents and sign them digitally.

STU-530

With its 5-inch high-resolution colour LCD screen, the STU-530 is the ideal signature pad for high-traffic patient, visitor or client counters. It's very easy and comfortable to use thanks to its low-profile flat surface. In addition to capturing handwritten signatures, it can be used for branding, marketing or advertising purposes. The pen features 1,024 levels of pressure sensitivity for natural signature capturing. Each unit is assigned a unique hardware ID to identify any signatures signed on it.

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Opinion

ARE THERE VOTES IN DIGITAL POLICY?

Eddie Copeland, head of technology policy at Policy Exchange, reviews where the political parties stand on digital government

Recent years have witnessed a sharp rise in interest from all three main political parties in using technology to transform the way public services are delivered.

This has been driven by two main factors. The first is the pressing need for greater efficiency. Right across the public sector budgets have been frozen or cut. Technology is seen as a way of delivering more with less: offering transactions online can be up to 50 times cheaper than face to face.

The second is the realisation that the public have become used to buying with one click on Amazon, finding any information they need on Google, and doing all of this on any device they choose, when and wherever they like. Increasingly, they expect the same level of convenience in the services they use in the public sector.

Tech
Power
....
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In 2010, the Conservatives took the lead on these ideas by publishing their own *Technology Manifesto*. In government, they have implemented a number of them as part of their public service reforms. Arguably the most significant development has been the creation of the Government Digital Service (GDS), a team of digital experts based in the Cabinet Office, tasked with using digital technology to make government services cheaper and easier to use.

Among GDS's achievements is the creation of GOV.UK, a single domain to replace more than 300 government websites. By March 2015, 25 of the government's highest volume public-facing transactions, such as registering to vote and viewing a driving licence, will be converted to the digital-by-default standard. The stated aim is: "Digital services that are so straightforward and convenient that all those who can use them will choose to do so, while those who can't are not excluded." This programme of work is projected to save £1.7 billion each year after 2015.

The government has also realised that in a digital age, data is currency and there are big opportunities to be had by using it in smarter ways. Most successful has been its work on open data, publicly releasing non-personal datasets held by public sector bodies to increase transparency and enable third parties to create innovative new tools and apps.

The UK is now a leader in the field, with more than 15,000 datasets available on data.gov.uk. Other initiatives to use data to improve services have stumbled. Care.Data, a project to combine and analyse information from individuals' anonymised GP and hospital records to help improve healthcare services, was met with a very negative public backlash due to concerns over data privacy. The government is cautiously looking at better ways to handle data projects in future.

OUTLOOK FOR MAY

Actions so far provide a reasonably clear indication of what we might expect from a future Conservative government; efficiency and transparency will continue to be the primary motivations. But where do the other parties stand?
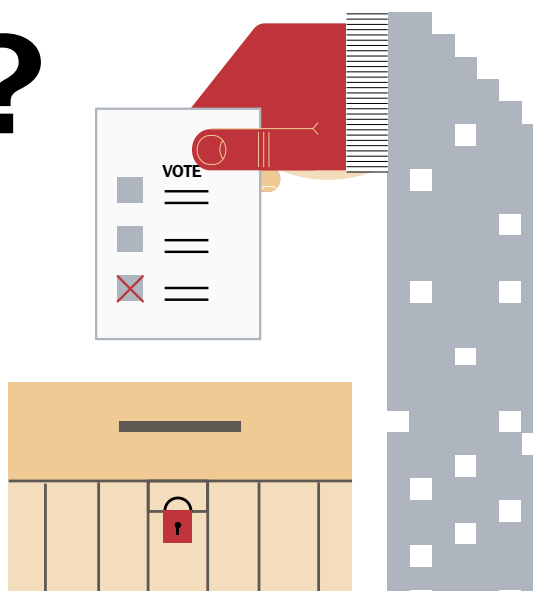
In November, Labour published *Making Digital Government Work for Everyone*, an independent report summarising the findings of a public consultation commissioned by shadow Cabinet Office minister Chi Onwurah. Its contents are far ranging, but two points of emphasis are clear. The first is on digital inclusion. Labour has long been concerned about what going digital will mean for the 10.5 million people in the UK who lack basic digital skills, 69 per cent of whom are in the lowest socio-economic groups.

Though the government did publish a *Digital Inclusion Strategy* earlier this year, Labour claim it was too little, too late, noting that it will leave almost 10 per cent of the population without basic digital skills in 2020. They have been especially critical of comments from Cabinet Office minister Francis Maude, who has suggested that some services may only be provided online in future.

Their second focus is ethics. The report argues the government has been too focused on applying digital services for cost reduction, without thinking about the impact they will have on the people that use them. Instead of giving priority to digitising services that save central government most money, it

suggests the starting point should be those that offer the greatest benefits for society.

The authors also feel the government has been too relaxed about data-sharing initiatives (hence the problems of Care.Data) and advocate the launch of a public review "to define a clear set of public interest principles to be adhered to by government and private sector data-sharing and analytics projects". It remains to be seen how many of the report's ideas will become official Labour policy, but the direction of the party's thinking is clear.

Ethical concerns feature prominently in the Liberal Democrats' approach to digital. Though they have been supportive of the government's digital-services agenda, they have regularly clashed with their Conservative colleagues over concerns about online individual liberties.

They have promised a Digital Bill of Rights in their next manifesto. Proposals are likely to include a ban on the mass collection of data from British residents by police and security services, and ensuring authorities can only access personal data where an individual is suspected of taking part in illegal activity. Though not directly related to digital public services, it is clear that, when it comes to government making more innovative use of data, the party wants individual citizens to remain firmly in control.

CHALLENGE

Whatever the shape of the next government, more progress is needed. On a daily basis, two lorry loads of paper are delivered to the DVLA and the Crown Prosecution Service prints one million sheets of paper. The government provides more than 770 transactional services, but around half of these do not offer any digital option at all.

Change will be hard to achieve, but the benefits would be huge. If the rate of public sector productivity growth can be accelerated to match that in comparable parts of the private sector, by 2020 government could free up £24 billion a year to be spent on improving public services or deficit reduction.

As austerity continues into the next parliament, using technology offers a genuine means to deliver more and better with less. Small wonder the parties are now starting to sit up and take note. R

Government could free up £24 billion a year to be spent on improving public services or deficit reduction

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NHS Technology

NHS ON NEW INFORMATION PATHWAY…

Health secretary Jeremy Hunt wants the NHS to get to grips with digital technology

Image: Getty

Coalition plans to put the health service on a new path of information revolution may be running out of time. Michael Cross reports

For decades, efforts to computerise the National Health Service proceeded without the necessary engagement with two crucial groups: clinicians and patients. Managers and civil servants tended to promote technology – patient administration systems, order communications, electronic medical records – almost as an end in themselves.

Little wonder that "lack of clinical engagement" featured so frequently in reports on project failures. And the few patients who thought about IT assumed, usually wrongly, that their GP's computer was linked to the NHS as a whole.

But a series of top-level announcements last month could put the NHS information revolution on a new path, if given time. The health secretary, NHS medical director, and director of patients and information all set unequivocal targets for the NHS to get to grips with digital.

This time, the point of departure was information, not systems. That is good news for clinical and pa-

tient engagement. However, time may be running out for this government to put its plans into action.

Health secretary Jeremy Hunt's announcement was the launch of MyNHS, a new feature of the NHS Choices website displaying the performance of hospitals, GP surgeries and local authority care services for the use of clinicians, managers and patients.

For his part, Sir Bruce Keogh, medical director of NHS England, promised to bring doctors on board the information revolution by compulsion if necessary, saying he was looking at "a series of inducements and penalties" to encourage all consultants to emulate heart surgeons and publish data on outcomes.

Meanwhile, the government announced it would back a private member's bill enforcing the sharing of health and social care data.

DIGITAL PIONEER

The announcements coincided with the publication of a vision of an information-empowered NHS. Unveiling *Personalised Health and Care 2020,* Tim Kelsey, director of patients and information, said: "Our ambition is to make the NHS a digital pioneer for our patients and citizens."

The framework – the word "strategy" is carefully avoided – is designed to help take forward the ambitions in the 2013 *Government Digital Strategy* and the Department of Health's 2012 *Power of Information* report. It sets what Mr Kelsey describes as a "hard stop"

MyNHS, a new feature of the NHS Choices website, displays the performance of hospitals, GP surgeries and local authority care services

ambition for all NHS-funded care services which are expected to have digital and interoperable IT systems by 2020. The result is a blend of vision and Groundhog Day.

The vision comes in such propositions as: "The ability for clinical decision support to be auto-populated with my existing healthcare information (my past), to take real-time feeds of my biometric data (my present), to consider my genome (my future) and to configure the questions that I need to be asked based on this information." One example of such visions slowly becoming reality is the Dorset epilepsy service's project integrating patients' smartphone apps with hospital electronic medical records.

Yet, as ever in the NHS and social care, there is a considerable gap between the information pioneers and the rest. The Groundhog Day element of the framework demands that NHS institutions conform to the standard NHS patient number, essential for linking information, and a single system of coding clinical events, which is essential for comparing outcomes. These have been stated in successive strategies since the 1990s.

OPENING NHS NETWORK

Like its predecessors, the framework commits to opening the NHS network to outside providers while maintaining security. Retail pharmacies will begin to have access to summary care records by June 2015 "with a view to a national rollout and then extension into social service providers and to nursing homes".

However, unlike its predecessor strategies, the framework includes concrete measures aimed at building and sustaining public trust. This includes the appointment of Dame Fiona Caldicott as national data guardian for health and care, and a promise to place the role of the guardian on a statutory footing at the first suitable legislative opportunity.

Despite the obstacles, *Personalised Health and Care 2020* is upbeat in its approach, even finding reasons for optimism in the lack of progress so far. "The good news is that as a 'follower' or 'laggard' industry, the health and care system has enormous potential to benefit from the experience and learning of others."

The opportunity is now, it says in large letters. What it does not say is that in six months' time a new government may want to put its own stamp on the NHS information revolution and, as the coalition did, put digital progress on hold, while it comes up with its own blend of vision and Groundhog Day when everything seems familiar. ®

1bn
visits to NHS Choices website since its launch in 2007

10.9m
visits to NHS Choices in the second week of October – a record – up 30% on last year

6.4m
downloads of *Moodzone* mental health podcasts on coping with stress, anxiety and depression

18m+
clicks across all NHS Choices healthy weight calculator tools since 2010

Case Study

SMARTPHONE BRACELETS TO MONITOR EPILEPSY

About one person in twenty will have an epileptic seizure at some time in their life. For some, this will be the start of repeated episodes, which are distressing and dangerous. Yet four out of five people living with epilepsy can lead seizure-free lives, according to Dr Rupert Page, a neurologist who set up the Dorset Epilepsy Service in 2009. The key is prompt specialist intervention to ensure that medication is adjusted to the patient's individual needs. To make this happen, the service is working with the University of Kent and IT suppliers Graphnet Health and Shearwater Systems to integrate patients' smartphone apps with their medical records stored on Poole Hospital NHS Foundation Trust's electronic record system.

Such integration, which Dr Page believes to be a first, could be a boon to an information-empowered NHS, as more patients take control of their own health conditions.

In the Epilepsy Networks Project, which is due to begin in earnest next summer, patients believed to be at risk will be equipped with "seizure detection bracelets" linked to their smartphones. If the bracelet's accelerometers and other sensors detect that the wearer is having a seizure, a whole set of communications can be triggered. The phone's screen could be locked with a message telling first responders what to do and the wearer's location texted to a next of kin. Most significant from a long-term treatment point of view, the seizure can be recorded immediately in the patient's electronic medical record, to be flagged up the next time someone from the epilepsy care team logs in. Dr Page stresses that all this is with the patient's consent. Recording exactly when a patient has had a seizure is vital, he says, because it shows the medication is not working and that complex doses need to be adjusted.

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FLEXIBLE SOLUTIONS TECHNOLOGY ASSURANCE P
OFFICIAL GOVERNMENT O-CLOUD CERTIFIED INFO
PUBLIC SECTOR OFFICIAL FLEXIBLE SOLUTIONS TF
OTECT INFORMATION PUBLIC SECTOR OFFICIA

Working in collaboration with Microsoft and Dell, Outsourcery – a world-leading Cloud Services Provider and UK-based SME – has invested heavily in the deployment of UK sovereign assured cloud services, including Infrastructure-as-a-Service (IaaS) and Software-as-a-Service (SaaS) solutions.

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A separate platform will be available in the New Year, offering IaaS and SaaS solutions at OFFICIAL level over the PSN (formerly IL3). Services will include cloud infrastructure as well as Dynamics CRM, Exchange and fully voice-enabled Lync, based on best-of-breed Microsoft solutions.

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Opinion

POWERING BETTER PUBLIC SERVICES: WE HAVE THE TECHNOLOGY

Julian David, chief executive of techUK, urges government to harness the power of technology to transform public services and improve people's lives

Utilised correctly, technology should drive efficiency and productivity across the public sector. There are numerous examples of how digital technology has already brought benefits to citizens by developing public services that were unimaginable ten years ago. techUK is very proud to work in partnership with government across the public sector to help them access, understand and benefit from the very best the market has to offer with regard to the technology that will drive the effective digital delivery of public services.

We believe that bringing forward the reality of "government as a platform" will bring the full power and potential of digital technology into the public sector. It will help government do more with less, at the same time harnessing the convening power of government in easing the pain of austerity, boosting productivity and powering growth across the whole economy.

> Government's knowledge, perception and collaboration with the tech industry must change for the better

But for that to become a reality, Britain needs to adapt better to the global digital revolution and harness the power of tech. It is one of the great challenges facing this country and the public sector in particular. The tech industry is determined to rise to that challenge.

Digital technology is already bringing benefits to public services that were beyond imagination a decade ago. But we want to go further and faster, and despite the progress made in recent years, we recognise there is room for improvement. At a time of tightened budgets, effectively implementing technology is still one of the major challenges facing the public sector policy-makers and practitioners.

We believe that in order to succeed, the tech industry and government must increase the scale and pace of digital transformation across all the public sector, from health and defence, to local government, education and beyond. Earlier this year, techUK polled 1,200 civil servants involved in delivering the digital agenda for government. Interestingly, civil servants at all levels argued that government lacks the skills and capabilities to manage their supplier contracts and relationships effectively.

As a result, government perceives that it receives poor value for money for expenditure on IT, especially when compared to other sectors. This was reinforced by an Office of Fair Trading report in March, which recommended the public sector work with industry in order to improve the way it procures and manages contracts with suppliers.
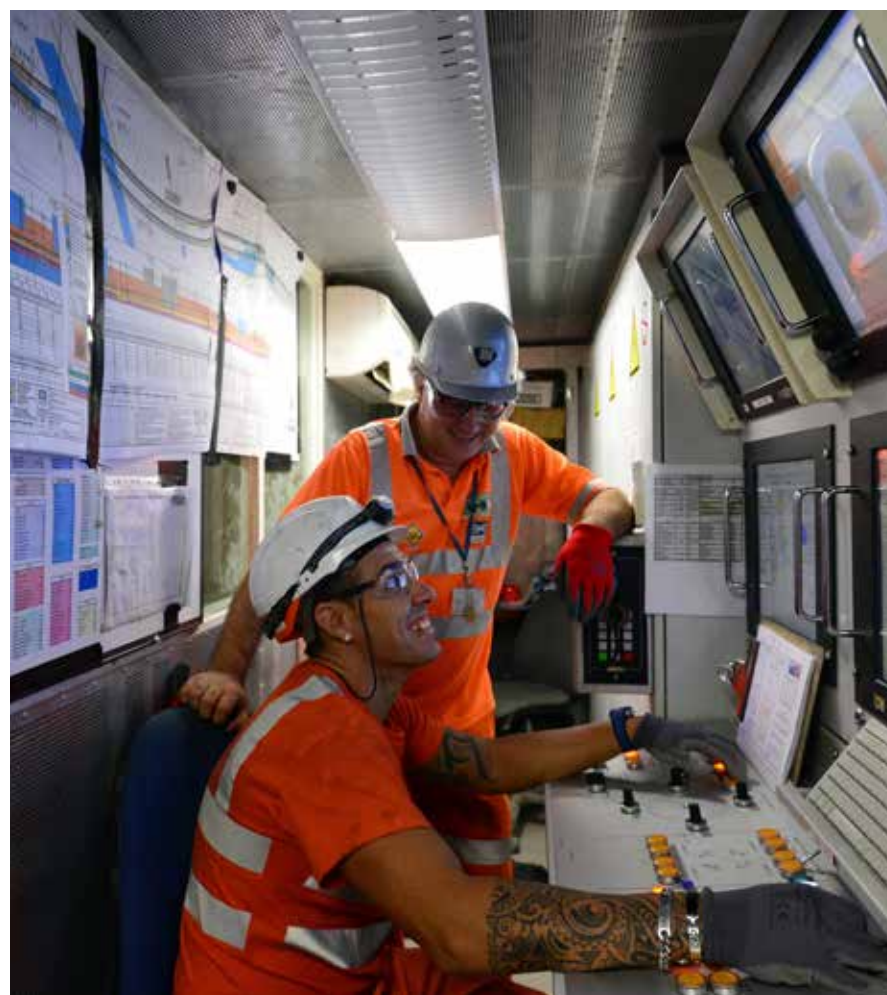
Government's knowledge, perception and collaboration with the tech industry must change for the better, and we will continue to work hard with government to effect that change.

THREE POINT PLAN

Last month, techUK published a *Three Point Plan* for better technology use and better public services. Our plan sets out how the whole tech industry, large and small, will work to help the public sector in three ways: better engagement, better information, and more safe and cost-effective ways to innovate regarding the development of digital services.

Firstly, better engagement. techUK members are committing resources to engage much earlier in the commissioning process, ensuring that officials develop policy with a better understanding of what technology can realistically deliver. Previously, many in the industry felt they were waiting to be invited to tender for a scheme that should have been better designed.

Secondly, better information through providing standardised, transparent reporting. This will help overcome the problems regarding wildly varied reporting requirements on public sector contracts, which have the effect of making one scheme impossible to compare with another. The industry will agree a standardised data and evaluation scheme, allowing government to get the right combination of suppliers. Greater transparency will allow government and potential suppliers to understand better the cost of developing and delivering digital services, and identify opportunities to develop solutions cost effectively. Reducing cost, while improving services, is the ultimate aim.

Finally, techUK members are committed to bringing more innovation to the public sector by giving them the opportunity to experiment and explore solutions in a risk-free, cost-effective environment, techUK's "innovation den" model, whereby small innovative businesses are given the opportunity to pitch their ideas to panellists from central and local government, and large suppliers to the public sector. It is our aim that innovation dens will overcome the problem of public sector innovation being strangled by the fear of failure. They will be used to provide a test platform for new projects, where innovative solutions to the challenges of digital

Technological innovation, seen in projects such as Crossrail, can inspire and be transferred to delivering public services

public service delivery can be identified in a pre-procurement stage.

Working within an environment of austerity, we believe that our *Three Point Plan* will help government do more with less, while harnessing the convening power of government to boost productivity and power growth across the whole economy.

MESSAGE TO GOVERNMENT

techUK's message to government and the public, as outlined in our manifesto *Securing Our Digital Future*, is clear. We need to act now to address the challenges of debt, productivity, job creation and digital inclusion.

This is just the start of the process. Lots of hard work lies ahead in partnership with government. But we are confident our plans can be a success, across both individual departments and the whole of government.

Our message to government and the public is clear. We are more committed than ever to transforming public services and improving the lives of ordinary people. Because ultimately this about them.

The *Three Point Plan* has the potential to benefit the whole country and, if we get this process right by starting with greater engagement between government and the tech industry, everyone benefits. Just think of the potential results – better designed and procured public services that improve the lives of ordinary people and save citizens money. The sooner, the better.