

# Cabinet Office Digital Strategy

## Foreword by Richard Heaton

Last month the Cabinet Office published the [Government Digital Strategy](#). Its starting point is that the way we work in government, and the services we deliver, can be vastly improved by forcing the pace on digital.

Here's our own departmental digital strategy. It has been genuinely rewarding to put this strategy together, and to challenge ourselves in the process.

In some respects we're ahead of the game, with Government Digital Service the most obvious example. And innovation and openness are at the heart of a lot of our work. In other respects, we've got a lot of work to do. Our IT systems make online collaboration difficult, for example.

We are determined to embrace digital across the department - in the services we deliver direct to the public, in how we work with other departments, in how we make connections within the Cabinet Office, and in how we think about policy-making.

I'd like to thank Ed Welsh and Greg Jackson for their work on this strategy.

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## Executive Summary

Cabinet Office has a unique role in the delivery of the government's digital by default strategy:

- **As a provider** of key government transactional and publishing services to citizens, to businesses and to other parts of government.
- **As an enabler**, supporting and coordinating digital improvement initiatives across all government departments.
- **As the lead** on civil service reform and cross-government collaborative working.
- **As the lead** on Efficiency, Reform and Growth, where digital transformation plays a critical role in both saving money and transforming the way government operates.

Digital thinking and processes represent a chance to achieve improvements and efficiencies in the workings of Cabinet Office, not just through streamlining current processes and reducing duplication and wasted effort, but more importantly through designing new ways of working to transform the way government operates, both internally and in providing services to citizens.

This strategy represents a chance to think afresh about the new capabilities digital requires from government - new ways of working, improved transactional services and greater openness - and to build these digital by default capabilities, processes, platforms and services within Cabinet Office.

Cabinet Office aims to be the exemplar of digital in action, "walking the talk" and leading by example. This strategy aims to have Cabinet Office work to the highest standards, as it seeks to encourage colleagues across Whitehall to embrace digital.

It is a strategy that will have a material impact on the internal workings and external manifestations of the department. But it is essential that we transform to keep pace with the digital expectations of citizens, and to take advantage of the digital opportunity for better government.

Our departmental digital strategy sets out the plans Cabinet Office will put in place to become 'digital by default' ourselves in line with the [Government Digital Strategy](#) and to improve our delivery of our eight [Business Plan](#) objectives. It will also look at how we support the rest of government to transform as well.

We want to transform what we do to have significant lasting change, so we will focus on achieving the following six commitments:

**1. Cabinet Office public facing transactional services will be digital by default.**

We will transform our largest volume transactional services to be digital by default, running three exemplars (The Electoral Registration Programme, the Public Appointments Process, and Honours and Appointments nominations and applications) from March 2013 and creating a plan for further services to be digital by the end of 2015.

**2. Cabinet Office will publish information that is built around the needs of our users, engages them and is based on specific policy commitments.**

We will migrate to GOV.UK in accordance with the Government Digital Strategy and have a clear plan for all our current and future publications to be easily accessible and co-ordinated across Cabinet Office.

We will enable departments to publish data on expenditure and performance that is material to the department, or at an aggregate level to government, in a readily accessible way for the public and commentators.

**3. Cabinet Office will use digital collaborative tools when we work with the rest of government.**

We will make all of our working with the rest of government more digitally collaborative, using the latest in open source digital software to increase our effectiveness and efficiency in dealing with other departments.

We will automate our transactions with other departments wherever possible, reducing reliance on manual data entry and unnecessary human intervention.

In addition to improvements in incentives, quality assurance frameworks, cultural change and reporting mechanisms covered within our Management Information Strategy and [Civil Service Reform Plan](#), moving to greater digital delivery is a key lever in radically improving department management information and data quality, and in delivering better government efficiency.

**4. Cabinet Office will develop exceptional digital capability throughout the department to ensure we are continually innovating with the best digital solutions.**

We will use the exceptional talent we have in the department to support the development of radical improvements to the way government works. More broadly, all our staff will be confident in using digital solutions in the development of policy and its delivery as an integral part of their day-to-day work.

**5. Cabinet Office infrastructure will enable staff to harness the power of digital.**

During 2013 we will start to provide staff with enhanced digital collaboration tools, and will expand infrastructure options in line with the [Government ICT Strategy](#) and new security architecture.

**6. Cabinet Office will support the implementation of the commitments in the Government Digital Strategy.**

We will deliver the commitments related to Cabinet Office in the Government Digital Strategy.

These six priority areas are derived from the Government Digital Strategy and focus on what changes Cabinet Office needs to make to be ambitious in the pursuit of becoming digital by default. Embracing these commitments at all levels of the department will ensure that we fundamentally change the way we work, for the benefit of our users.

It is important that Cabinet Office takes the widest possible view on digital transformation which is why, unlike other departmental digital strategies, our strategy commits us to changing the way we work across the rest of government to be digital by default. This approach to collaborative working is essential to our role at the heart of government in leading strategic policy issues, Civil Service Reform Plan implementation and the corporate centre of government.

## Introduction

The Government Digital Strategy requirement to create a departmental digital strategy offers Cabinet Office the opportunity to make fundamental changes to the way it works; with the citizen, other organisations and the rest of government.

We are the lead for the Efficiency and Reform programme, the Civil Service Reform Plan, ICT Strategy, government operations, cross-government management information and the Government Digital Strategy. We will not only enable change across the rest of the Civil Service but will wholeheartedly take up the challenge to become digital by default ourselves. We will move away from past practices, including working in a siloed and opaque way, to new user-centric and open styles of working, creating and building platforms that can be used by government to work more effectively regardless of departmental boundaries.

Many parts of Cabinet Office are supporting government as a whole in transforming to digital by default:

- Government Digital Service – as the owner of the digital agenda in government, enabling departments to publish information via GOV.UK, transforming services to digital by default by providing digital expertise and insights, and working across government to ensure all departments have infrastructure fit for the digital age.
- Civil Service Learning – building the digital capacity and capability of civil servants.
- Government Procurement Service – supporting departments to enable procurement processes to be fair and open, ensuring the widest breadth of competition to enable small and medium enterprises to work for government and achieve innovative digital solutions.
- Commercial – assisting departments to get the best deals from major suppliers.
- Fraud, Error and Debt – reforming transaction processing to remove waste at process front-ends, using digital, analytic and sharing technologies.
- Transparency – using open data to transform how we interact with the citizen.
- Open Policy Making – supporting departments to move to a new model of open and transparent policy making.
- Government Security Secretariat – reforming the Government Protective Marking Scheme on documents to support increased transparency, interoperability and flexible working.
- Office of the Parliamentary Counsel – working with the National Archive to transform citizens' online access to law.
- Government Communications Centre – reforming government communications, marketing and engagement to ensure integration across media and platforms is effective and efficient in a digitally dominant era.

- Management Information – improving the quality of government management information, including the way in which departments calculate the cost of transactions and automating the collection of operational management information.

## Context

Cabinet Office forms part of the centre of government with Her Majesty's Treasury. The structure of Cabinet Office can be found at Annex A.

Traditionally Cabinet Office was seen as supporting the Prime Minister and Cabinet and also as the facilitator on solving challenging policy issues between departments. However, our role has evolved significantly in recent years. In addition to our traditional roles, the department now leads on a wide range of policy and transactional issues such as the Electoral Registration Transformation Programme, the National Citizen Service, Public Appointments, and procurement.

### Our Business

Cabinet Office is responsible for a wide range of policies, services for citizens and services for the rest of government. We are committed to the delivery of the eight strategic aims as set out in the [departmental business plan](#). Each aim offers opportunities for our digital strategy:

	<b>Strategic aims from the Cabinet Office Business Plan</b>	<b>Digital opportunities linked to the strategic aim</b>
1	<b>To make government more efficient and effective</b> , delivering a big contribution to tackling the deficit and boosting growth, for example, through major changes to government procurement, reducing the number of public bodies and creating a culture of continuous improvement.	Work with the rest of government to transform public services for the user, making government digital by default.  Drive digital and collaborative ways of working with other departments, and with other organisations.  Improve the quality of data underpinning operational decisions across government.  Engage further with innovative digital small and medium enterprises to procure services .

	<b>Strategic aims from the Cabinet Office Business Plan</b>	<b>Digital opportunities linked to the strategic aim</b>
<b>2</b>	<b>Through publishing more, better information more frequently</b> , ensuring the citizen has the best information to hand about the activities public bodies undertake and to improve that information so the citizen can better understand and hold those bodies to account.	Radically rethink how we publish information to ensure our users can get the most use from it.  Support departments in the collection, analysis, distribution and presentation of information with simplifying technology.  Open policy making as an opportunity to engage and iterate policies with our users and interested parties.
<b>3</b>	<b>To strengthen the performance of the Civil Service.</b> The Civil Service Reform Plan, published in June 2012, is a central priority for Cabinet Office. This will create a smaller, flatter and more agile Civil Service.	The Civil Service Reform Plan is led by Cabinet Office and it is crucial the department acts as enabler for the digital agenda - providing support, building capabilities and leading by example.
<b>4</b>	<b>To set the framework and principles for Public Service reform.</b> Creating Open Public Services, through decentralisation and encouraging citizen-run public services.	Engagement through open policy making and digital tools to make the department more user-focused and effective.
<b>5</b>	<b>To help the Big Society to grow.</b> Opening the Big Society Capital for business, supporting social action through Community First, Community Organisers and the National Citizen Service and developing not only a third wave of pathfinder mutual, but also a pipeline of future mutuals.	Considering how our public- and organisation-facing transactions can be transformed to be more efficient and effective. Working digitally with and through our external partners to ensure we provide the citizen with a better service.
<b>6</b>	<b>To decentralise power throughout the United Kingdom's political and constitutional system and secure greater democratic accountability.</b> Planning for political and constitutional reform, including striking new deals to devolve power to cities.	Reforming a significant amount of public facing transactional services to support democratic accountability.

	<b>Strategic aims from the Cabinet Office Business Plan</b>	<b>Digital opportunities linked to the strategic aim</b>
<b>7</b>	<b>To maintain a secure and resilient UK and to help shape a stable world.</b> Ensuring a safe and secure United Kingdom.	Supporting the work of security areas through the most up to date solutions for collaborative working in emergencies.  Determining a robust and efficient protective marking scheme for use across government.
<b>8</b>	<b>At all times, to provide effective and professional support for government business.</b> Providing direct support for the Prime Minister and Deputy Prime Minister, drafting legislation and advising on propriety and ethics.	Giving the Prime Minister and Deputy Prime Minister and all those working for them collaborative digital tools to make working with departments and external organisations as effective as possible.

Cabinet Office is a high achieving department but the move to digital by default will ensure we are ready to meet both our current and future objectives in a more effective, flexible and agile manner.

This Strategy will create a platform to change the way that these eight business plan objectives are approached, not just through service delivery but also through transformed internal processes, systems and infrastructure and a refreshed mentality to making policy; making the user the focus of everything we do.

Our digital strategy sets out the plans Cabinet Office will put in place to move to being digital by default ourselves in line with the Government Digital Strategy and to improve our delivery of our eight business plan objectives. It also looks at how we will support the rest of government to transform as well.

## Our users

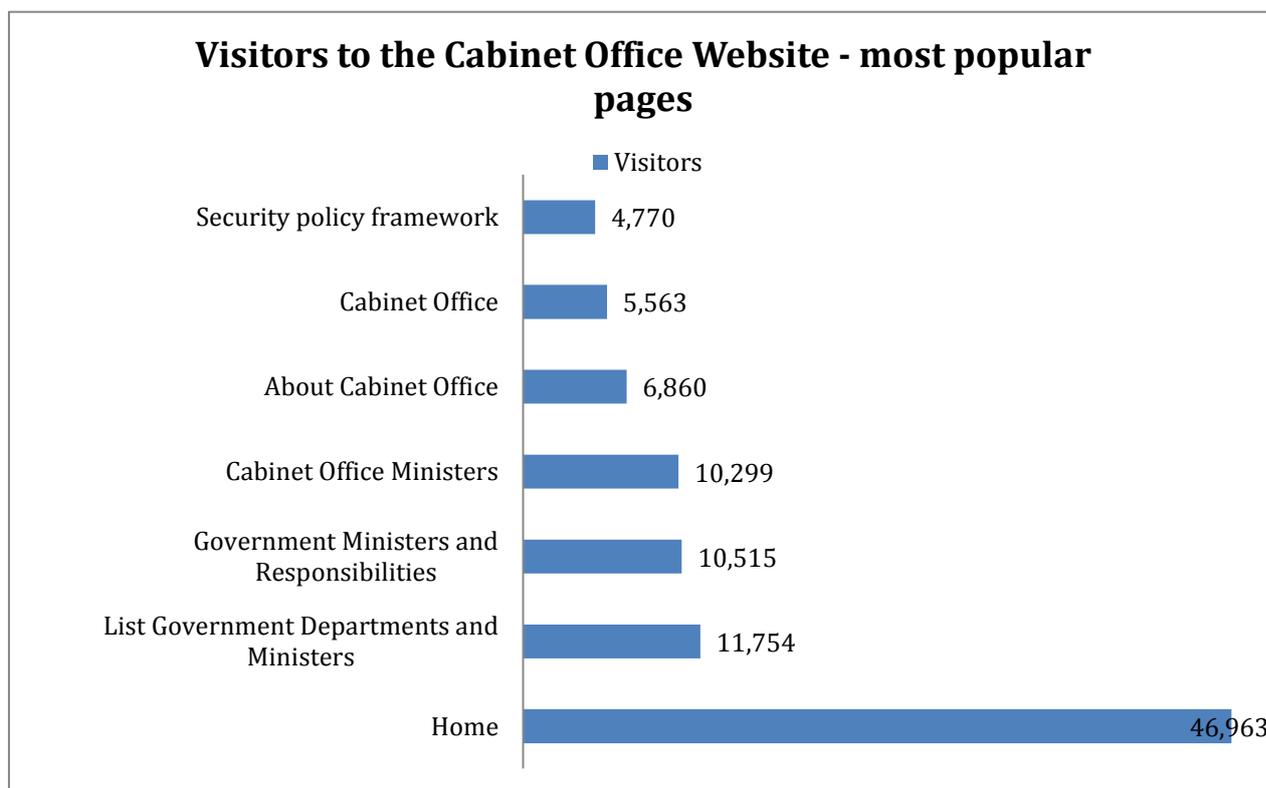
Cabinet Office has a varied user base. The Government Digital Strategy states in line with the Civil Service Reform Plan that services will “*allow straightforward access to information and services in times and in ways that are convenient to the users rather than the providers*”. Our departmental digital strategy must therefore build into the six commitments a user-centric mind-set to ensure success.

Management information currently available about Cabinet Office distinguishes between two sets of users:

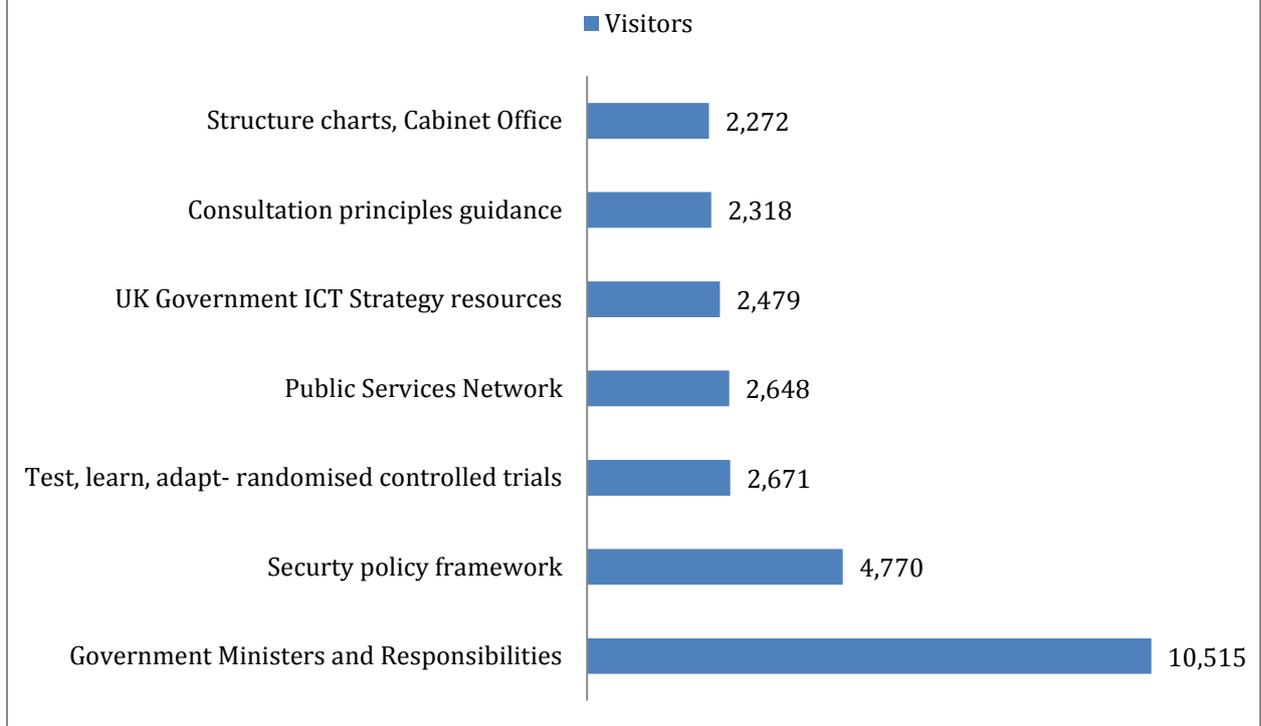
1. those viewing and interacting with published content; and
2. those we are transacting with, such as the public, organisations, businesses, and other government departments.

## Users and publishing

In September 2012, 106,000 people visited the Cabinet Office website, looking at a variety of content.

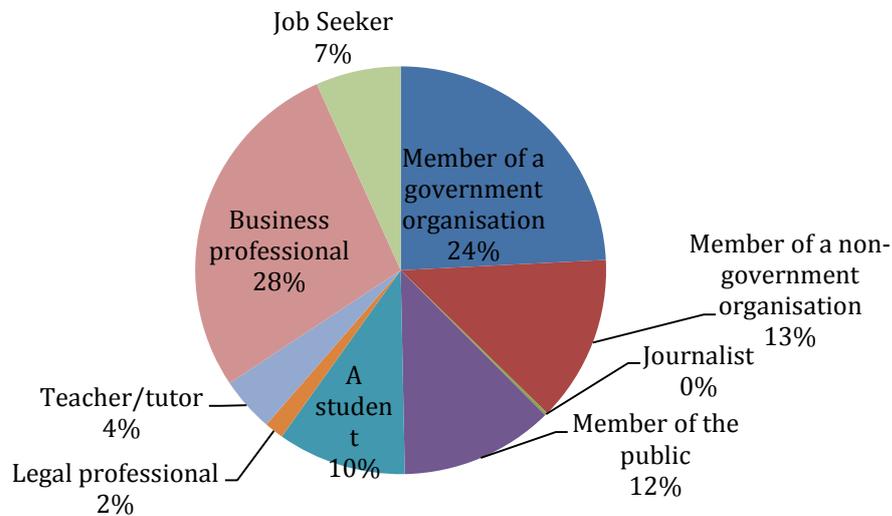


## Most popular resources on Cabinet Office Website



A random sample of 463 visitors to the Cabinet Office website in November 2011, demonstrated that Cabinet Office has a wide range of users, dominated by the public sector and business.

## Survey of users of the Cabinet Office website Nov 2011



Cabinet Office also publishes the Quarterly Data Summary. Until now, individual departments have published data on their own websites (including Cabinet Office), but, from February 2013, expenditure data will be collated and published through an application developed by Cabinet Office to provide a consistent and easy to manage presentation of government spend for the public.

Development of an online tool is also underway to allow internal stakeholders, including ministers and senior leaders, to compare departments using Quarterly Data Summary data. This will include performance ratios; such comparisons will allow for effective cross-departmental development and monitoring.

### Users and Transactions

This information points us towards the need to understand how members of the department are interacting with other organisations as well as the public; this is covered later.

We lack data in relation to transactional services in Cabinet Office. This is due to a number of factors:

- A lack of systematic data collection – due to insufficient priority and resource availability.
- A lack of internal expertise in collecting and analysing user data in a meaningful way to drive service improvements.

## Our commitments

### 1. Cabinet Office public facing transactional services are digital by default.

The Government Digital Strategy focuses on the transformation of transactional services. Cabinet Office, in line with the Government Digital Strategy, will plan to begin the transformation of three transactions by April 2013. Following this, the department will ensure that all current and future transactional services meet the digital by default service standard by 2015.

#### Where are we?

Cabinet Office currently has a number of transactional services for individuals and organisations.

The Government Digital Strategy states: *“the 7 transactional departments focus on three exemplar services to be redesigned end to end by March 2015”*. Although Cabinet Office is not one of these departments, we are determined to be in lock step with the vision of digital for government. Therefore we will commit to transforming the following three areas:

- The Electoral Registration Transformation Programme – this is one of the transformation projects highlighted in the Government Digital Strategy. It aims to increase public trust in the electoral system by improving the accuracy and security of the register. This is the biggest transaction by volume that Cabinet Office is responsible for and the system will need to have capacity for two million transactions a day to cope with peak volumes and the volatility of electoral registrations.
- [Public Appointments](#) – The Centre for Public Appointments supports departments through the process of the appointment of an individual to the board of a public body or advisory committee. There are opportunities to transform across a number of areas for Public Appointments using digital technology.
- [Honours and Appointments](#) – the system that recognises people who have made great achievements in public life, thereby serving Britain.

We will have plans in place by April 2013 to transform these services to be user-centric and digital by default.

The choice of these services ensures that we are looking at three different types of priority to build our capacity and increase our learning for future types of transformation work:

- Electoral Reform Transformation Programme is high volume, high impact where improvements will benefit many users rapidly.

- Public Appointments is a quick win where a short sharp piece of work will transform the service.
- Honours and Appointments is a 'greenfield' opportunity to introduce a new digital service.

### **Electoral Registration Transformation Programme**

In the Coalition Agreement, the government promised to accelerate the implementation of Individual Electoral Registration (IER) in Great Britain. The policy aims to increase public trust in the electoral system by improving the accuracy and security of the register and maintain completeness of the register across the transition. A key element of the introduction of IER will be to make registration more convenient and align with the current policy of offering digital channels for public services.

This major business change will affect 387 local authorities (and in Scotland, Valuation Joint Boards) responsible for the delivery of electoral registration, several key suppliers - including suppliers of Electoral Management Systems - a number of Government departments and agencies, but above all 46 million registered electors (and the estimated six million eligible electors not registered). The programme is responsible for the delivery of the digital service to support this business change and the steady state running of the new service including:

- making digital applications;
- verifying applications using data provided by applicants against data held by the Department for Work and Pensions;
- securely transferring data across the system;
- data mining functionality; and
- delivering changes to local authority Electoral Management Systems required to interface with the new service and to handle the additional data requirements.

We are working with colleagues in Government Digital Service to develop the service and design it to meet user requirements (both electors and electoral administrators). As development progresses we will also extensively test the service with both citizens and administrators, including people with a range of disabilities. As well as the technical and security aspects, we will also test and analyse the usability of the service ensuring that it is as simple as possible for citizens to register to vote.

The project completed the initial ('alpha') phase in April 2012 and a working prototype of some key functional components was developed and demonstrated to a number of stakeholders such as the Association for Electoral Administrators, electoral registration officers at a number of local authorities and the Electoral Commission. These sessions have proved helpful in identifying user requirements and improving the digital system on an iterative basis. We have now moved into the next ('beta') phase that will:

- Develop an industrial strength application, with appropriate security accreditation enabling us to run data matching pilots through 2012 using real elector data.
- Further inform capacity and service level requirements for a nationwide service.

However, there are more services in Cabinet Office that can benefit from digital by default transformation. We will ensure that the user receives a consistently high-quality digital experience and that no new or redesigned service will go live unless it meets the digital by default service standard.

### **Where are we going?**

By April 2013, alongside plans for the three exemplar transactional services, we will publish an initial strategic plan (to be iterated in an open way) for the digital transformation of all other significant transactions we are responsible for.

This strategic plan will look at all the potential candidates for digital by default transformation. Likely externally focussed candidates include:

- **Public Correspondence** - Cabinet Office receives a large volume of correspondence, with around 500,000 letters a year to No.10 alone.
- **The National Citizen Service** - the transactional processes to run and enrol a service with 30,000 participants in 2013, increasing thereafter.
- **Grants** - paid out by the Office of Civil Society totalling around £174 million. These are mostly handled through outside bodies; we will ensure that these services are transformed as and when contract renewal occurs.
- **Queen's Award for Voluntary Service** - The Queen's Award for Voluntary Service is the highest award given to volunteer groups across the UK.

Internal services, provided to other parts of government, that we should also look to transform include:

- **Government Procurement Service** - Government Procurement service manages around £8 billion of central and wider public spend, through a transactional process with organisations.
- **Shared Services** - Cabinet Office is leading a programme for New Generation Shared Services (HR, payroll etc) across government. Digital will be at the heart of the transformation delivered through this programme.

### **What will we do to get there?**

Cabinet Office will reshape the way that digital services are delivered, and to transform our transactions we will:

#### Quarter 1 2013/14

- Plan the first three 'exemplar' service transformations (budget agreed, roadmap defined) by April 2013.

- Define and establish a governance structure for digital by default transactions (prioritising them, creating and submitting business cases for them, approving budgets) with key people appointed/committees convened by April 2013.
- Assess all our transactions (both externally and internally focused) for impact, and against the digital by default service standard, to form the basis of a longer-term service transformation plan by April 2013.
- Appoint a Service Manager to continue to transform and iterate the digital solution for Electoral Reform Transformation Programme, as a transaction of significant size by volume, by April 2013.

#### Quarter 2 2013/14

- Complete any external tender for service design for the first three digital by default transaction transformations and appoint suppliers by summer 2013.
- Agree and publish a plan for departmental transactions redesign for 2013/15.
- Establish an initial target group of small-but-related transactions as candidates for a collective redesign (with shared process steps, shared infrastructure, shared Service Manager and, ideally, shared design components), with the design process initiated by September 2013.
- Define a digital service promotion plan for each of the three exemplar transactions, with the approach forming a template for future digital by default services.

#### Quarter 3 2013/14

- Initiate direct engagement with interested third parties to establish the appetite for wholesale transaction delivery, information and statistics by start of Quarter 3.
- Complete an internal review of processes, to identify opportunities for change that would yield greater openness in information and statistics as a by-product of newly digital by default processes, by December 2013.
- Evaluate exemplar transactions to show initial service change and publish results and progress by December 2013.
- Agreed framework for cross-government management information on the performance of digital services is fully established and published, and applied to all Cabinet Office services.

## 2. Cabinet Office publishes information that is built around the needs of our users, engages them and is based on specific policy commitments.

Cabinet Office will focus on two areas in publishing and engagement:

- **Ensuring current and future publishing is built around the needs of the user** - the creation of the GOV.UK website in October 2012 has dramatically changed the landscape of publishing for Cabinet Office and the rest of government. We will transition accurate and useable content to GOV.UK.
- **Open policy making** - The Civil Service Reform Plan stated that *“open policy making will become the default and we will use digital to achieve that outcome”*. The way that we interact with the user needs to be consultative and responsive.

### Where are we?

Cabinet Office has a number of individual websites and content to consolidate onto GOV.UK with the help of the Government Digital Service. We are in the process of preparing our web content for February 2013, when Cabinet Office pages will go live.

There may be several Cabinet Office websites that will still stand alone as independent. This will be determined in line with agreed government exemption criteria.

### Where are we going?

#### Publishing

We need to establish consistent good practice across the department in understanding:

- what content is relevant to users;
- how users and intermediaries want to find, consume and use our content and data; and
- what to publish and how to publish it.

To reform our digital content publishing, we will need to reform our staff awareness, capability and practises.

There are examples of innovative good practice in Cabinet Office publishing. The strongest example is [data.gov.uk](http://data.gov.uk):

**Data.gov.uk** is the central catalogue of the government’s open data. It allows citizens to find and access government data in open reusable formats. It is the second largest government data catalogue in the world and the current preferred model for government data portals worldwide. The in-house version of the code behind data.gov.uk, based on ‘Ckan’ (open source software), is published freely and is being used by over 20 countries across the world. Data.gov.uk has also published

clear and succinct guidance on the establishment of data portals and its management, which is widely used internationally.

Data.gov.uk offers a unique vehicle to discover and work with government data as well as providing a simple and quick publication process for government data holders. It provides a space to engage with data users and for the citizens to engage with data owners in government, it also has very powerful tools for those looking to use government data to build applications and services.

Since November 2009 the site has had more than 2 million unique visitors, with an average of 170,000 unique visitors per month.

### Open policy making

The Civil Service Reform Plan set out clear ambitions to improve the quality and openness of policy making in Whitehall. Cabinet Office is leading this development across the Civil Service by working to embed a clear model of open policy making in government; the aim is to support civil servants to develop policies that:

- draw on the broadest range of inputs;
- are more transparent; and
- make the best use of innovative approaches.

Government Digital Service has been leading the way on developing ways for civil servants to interact with users through regular use of blogs and other tools to iterate policy with those that it affects. We have a number of teams making use of targeted interactions using social media and collaborative techniques. However, this is not widespread and the department will do more to ensure we are using the digital channels available to us to improve policy making, and encourage even wider open and transparent policy iteration.

The launch of the Open Data White Paper on 26 June 2012 involved targeted tweeting, a live chat message board and Q&A with officials from the Transparency Team. This ensured users had easy access to the documents, were included in the launch event and interacted with Cabinet Office in a forum to air views.

Cabinet Office had over 1,100 people view the live Q&A and there were over 3,500 mentions of #opendata on Twitter. This was a successful small-scale example of targeted interaction with our users.

## **What will we do to get there?**

### **Publishing**

#### Quarter 1 2013/14

- We will complete the transition of Cabinet Office corporate publishing to GOV.UK by February 2013.
- We will train staff in the potential benefits of better digital publishing to improve engagement and reach with our users. An initial scheme will target two policy areas where staff will review their publishing strategy by April 2013.

#### Quarter 2 2013/14

- We will audit potential new sources of data that could be published by September 2013.
- We will audit all our data publishing and assess opportunities for end-to-end process redesign data by summer 2013.
- We will undertake user-journey audits to see how easy it is to access Cabinet Office information in partnership with our biggest user groups by September 2013.
- All publishing services/destinations will meet the digital by default data standards for management information (collecting reach, completion, user satisfaction, cost per transaction, etc).

#### Quarter 3 2013/14

- We will roll out a training programme on publication capability across Cabinet Office from September 2013.
- Management information on the performance of digital services drives continual improvement in how services work. This improvement loop is embedded in normal working practices.

### **Open policy making**

#### Quarter 2 2013/14

- We will iterate the central policy work on Open Policy Making with departments, creating a new model by Summer 2013.

#### Quarter 3 2013/14

- We will begin a series of good practice seminars on using social media to interact with users on a rolling basis to December 2013.
- We will select an exemplar area to begin policy iteration exercises with users over the course of development in 2013.

#### Quarter 4 2013/14

- We will select further exemplar areas on Open Policy Making and spread the initial learning from the first policy iteration exercise.

### **3. Cabinet Office uses digital collaborative tools when we work with the rest of government.**

Our role at the centre of government means there is constant interaction with other government departments. These interactions can vary between data collection, policy iteration, or seeking agreement. They can also be to very short deadlines or to a timetabled process.

Government Digital Service works across government to help improve transactions with the citizen and organisations. We will complement this by seeking to improve the efficiency and effectiveness of our interactions with other government departments, leading by example.

#### **Where are we?**

We tend to work with other departments through traditional small scale and fragmented conversations: email, phone and face to face. Any policy might involve a wide number of teams within Cabinet Office, and therefore give rise to layers of related but disconnected conversations. This limits the effectiveness of our work. To try and understand the volume of interactions Cabinet Office has with other government departments, ten units were asked to estimate how many interactions they have with departments. The results suggest an estimated average of about 450 interactions per team, per week. If this is extrapolated out to the forty or so teams in Cabinet Office there could be around 18,000 interactions a week between Cabinet Office teams and other departments<sup>1</sup>.

There are some examples of Cabinet Office using digital collaborative tools to work much more effectively with the rest of government. The department has been developing a Case Management system to support the process departments go through to get approval for spending from the Minister for the Cabinet Office<sup>2</sup>. There are approximately 50 applications made a week and they are often complicated and require significant expertise from across the department.

Cabinet Office has begun to develop a Case Management system to support the Controls Team and the departments they work with using agile methodology. This is an attempt to ensure co-ordinated and aligned goals, and the use of effective tools to allow these to be achieved. The system will help departments track their cases whilst in the Controls process, allow a more effective workflow between Controls Team and departments when necessary, and automate much of the Management Information to drive best business decision-making.

<sup>1</sup> This is an indicative internal estimate made based on survey results from teams.

<sup>2</sup> <http://www.cabinetoffice.gov.uk/resource-library/cabinet-office-controls-guidance>

Since development began, we have been clear that we need to design this web-based system around user needs. 'Go-Live' is scheduled for 1 April 2013 with a 'Minimum Viable Product' for test use by January 2013.

As part of Cabinet Office's focus on improving cross government management information a number of digital approaches have been taken and developed to simplify and reduce the burden on departments while enhancing analytical capabilities and presentation of the data.

Cabinet Office requires departments to report on their operational efficiency and common areas of spend through the Quarterly Data Summary published on individual departments' websites. During 2012 Dr Martin Read carried out an independent review of government management information and concluded that the Quarterly Data Summary required simplification and strengthening and the centre of government needs a capability to provide better and more efficient support to departments and more effective leadership on management information. As part of the work to implement his recommendations three digital methods have so far been developed:

- a) Cabinet Office has worked with the Department for Transport to pilot automated completion of the QDS with the aim of rolling this out across departments when possible;
- b) expenditure data will be published from February using the Government Integrated Spending Tool (GIST) to allow coherent presentation of the data to the public; and
- c) a Comparative Analysis Tool (CAT) has been developed to allow internal stakeholders to compare departments on their operational efficiency performance metrics.

### **Where are we going?**

Given the high estimated volume of interactions between Cabinet Office and other departments we will consider how working practices can be transformed to make these contacts more efficient and effective.

To make things better there are two aspects that we need to tackle: one is changing behaviours, to make sure we join up internally and improve the experience for departments and the second is reviewing the digital tools we use to ensure that we are working in an efficient, straightforward and collaborative manner.

This means not only fundamentally changing the way that the department works, but also changing processes and mind-sets at senior levels across Whitehall.

Making these radical changes to the way government operates will only be achieved by developing flexible, agile, cloud-based tools and platforms built on open standards to support them, which will be used consistently across government. These will replace the currently fragmented series of interactions – for example, to handle controls processes – or those services we administer on behalf of others – such as public appointments.

We also need to transform our approach to sharing and working on the mass of information we handle – working on the basis that we will **publish it** (to make joint working possible) rather than **send it** around via attachments on emails (where individuals work on it in isolation and it is handled repeatedly). This should make collaborative working processes easier, more accessible and more transparent.

Achieving this major revolution in internal working will require us to use a dedicated digital services team, to focus on defining and improving the ‘government to government services’ we need, consistently iterating them, and making them digital by default.

### **What do we need to do to get there?**

#### Quarter 1 2013/14

- A dedicated digital service team (see section 4 below) will design and implement radical changes to internal (government to government) processes. They will complete a joint audit of data collection and transactional work where HM Treasury and the Cabinet Office cross over to see what efficiency and effectiveness gains could be made by summer 2013.
- Based on this, they will draw up a roadmap for future process and platform changes by the end of the quarter, which will cover transformation of processes for all Cabinet Office teams by March 2014.
- During the quarter we will establish two projects where Cabinet Office teams will use collaborative tools like shared wikis and publishing tools like GitHub when working with other government departments.
- We will start to explore cross-government opportunities to make Cabinet Committee write-rounds digital by default, with a review to be completed by the end of the third quarter of 2013. This will include exploring options for making the Public Expenditure Efficiency and Reform Ministerial Sub-Committee paperless.

#### Quarter 2 2013/14

- The two collaborative team projects (see above) will be evaluated against the digital by default standard of reach, user satisfaction, completion and cost-per transaction; and lessons learned disseminated across the department and used to iterate the roadmap by summer 2013.

#### Quarter 3 2013/14

- We will complete the review of cross-government opportunities to make Cabinet Committee write-rounds digital by default and options for making the Public Expenditure Efficiency and Reform Ministerial Sub-Committee paperless.
- Civil Service Learning will iterate and revise its training offering to Senior Civil Servants and the policy profession in the light of this review.

#### **4. Cabinet Office has exceptional digital capability within the department to ensure we are continually innovating with the best digital solutions**

The department has successfully established the [Government Digital Service](#), which is an enclave of high calibre digital talent with a cross-government remit to drive digital standards. It is having an immediate and visible impact but has thus far been outward looking with a corporate role across government - not focussed on Cabinet Office itself.

##### **Where are we?**

Outside Government Digital Service, Cabinet Office has an uneven distribution of digital capability and understanding; the only other centre of excellence focussed on our departmental business is the digital communications team.

There are some positive success stories that have been shown throughout the strategy so far:

- data.gov.uk for publishing;
- digital case management system for collaborative working with departments;
- transforming electoral registration for public transactions; and
- the Open Data white paper for public consultation.

But there are some sections of Cabinet Office where "good digital" is not understood as essential, necessary and desirable.

There has been no formal capability assessment of the digital literacy of individuals, teams and of the department as a whole. Nor have we established a minimum standard for digital skills.

The high-level support for the Government Digital Strategy is beginning to be felt across government, and within Cabinet Office itself. Our Executive Management Committee has already seized leadership of the agenda and our drive to digital has begun in earnest.

We have a shared Chief Information Officer and some shared infrastructure with Her Majesty's Treasury, but no pattern of establishing digital by default ways of working together. This will need to change.

Functional processes, and the infrastructure and role-specifications created to deliver them, are still overwhelmingly analogue by default with (and there are noteworthy exceptions here) digital added as an afterthought. The vision, ambition, tools, roles, expertise and permissive framework needed to change this must be established.

## **Where are we going?**

We are aiming for exemplar digital capability across the department, not to the specialist depth of Government Digital Strategy, but significantly more advanced than where we are today. Unless our staff understand the potential of digital they will not be equipped to transform services by thinking differently about them.

To achieve this we will need:

- an unwavering focus and commitment at Executive Management Committee level;
- to demand high-levels of digital literacy in all roles;
- progressive digital capability training and support, as well as incentives and "cultural rewards" for digital excellence;
- to stimulate digital thinking and innovation across the department; and
- to provide specialist inward facing capability for focussed support on specific initiatives.

This cannot happen in isolation, so we will accompany our plans to transform our digital infrastructure with plans to support digital capability – through giving our staff skills, trusting them and supporting innovation, rather than relying on rigid processes with approval gateways.

This last point may be most difficult to change, and involves looking at the principles of the Civil Service Reform Plan to ensure that trust and freedom are extended to our people, our documents, our processes and our data. This is necessary to cope with the explosive pace and diversity of "good digital".

## **What do we need to do to get there?**

### Quarter 1 2013/14

- The delivery of the digital strategy will be a standing item at all meetings of the Executive Management Committee from January 2013.
- We will identify an Executive Management Committee-level digital sponsor, focused inwardly on the workings of Cabinet Office, by April 2013.
- We will establish a Cabinet Office Digital Steering Committee covering a range of seniority and work areas by February 2013.
- We will set up a governance process for prioritising service and process re-design, and evaluating business cases by February 2013.
- We will audit our departmental digital capability by summer 2013, aiming to define what skills are needed at different levels in order to target training, development and recruitment planning.
- We will establish a new specialist Digital Service Unit, including:

- Two new Digital Business Process Designers - business process executives, driving the rolling programme of process re-engineering to shift the way we work to digital by default.
- Three new Digital Service Designers - with the creative and technical capability to function as a mini-Government Digital Service, building new digital services, transactions, tools, etc.

#### Quarter 2 2013/14

- Based on our skills audit, we will establish core and specialist digital skills training programmes (designed, internal trainers identified, course materials created) by September 2013. We will talk to the market to see where innovative small companies might work with Cabinet Office to deepen our training offer to staff.
- Digital capability assessment will be built into all recruitment processes and performance appraisals.

#### Quarter 3 2013/14

- Digital capability will be a special focus of staff six-monthly appraisals, in order to assess on-going capacity building requirements, and to iterate the learning and development plans for the department.

## **5. Cabinet Office infrastructure enables staff to harness the power of digital.**

Cabinet Office has a complicated ICT infrastructure that can create barriers to effective digital collaborative working and makes internal platforms difficult to manage.

### **Where are we?**

Populating the department with high calibre digital talent is vital, but for staff to harness the power of digital and feel buoyed to deploy these new skills in an effective manner will require the best digital tools. Currently the department has a complicated ICT infrastructure, with at least eight different ICT systems and two intranets, which enormously hinders the ability for staff to interact internally, let alone with other departments or the citizen, and makes internal platforms difficult to manage.

Some of the work undertaken in the department means that our infrastructure must be secure. However, interpretation of security guidelines has often been too rigid, resulting in all staff working with complex ICT systems, with significant security protections built in by default regardless of whether or where this is needed. This has hindered the performance and interoperability of ICT equipment and thus the collaboration of staff across the department.

### **Where are we going?**

We appreciate that the quickest way for a digital strategy to fail is for those implementing it to become disillusioned with the technology that underpins it. Cabinet Office will improve its infrastructure to enable staff to harness the power of digital solutions and put the user at the centre of our work.

The latest collaborative digital tools can make processes easier and this is why Cabinet Office will empower its staff with the best digital technology available. Rather than using proprietary systems, the department will look to use cloud-based systems based on open standards that will offer greater agility and interoperability. The use of software in the department with open standards will be important because it will allow for products from different providers to work in tandem and will help staff in the department to share common document formats and platforms that are always readable.

An example of this in practice comes from the Government Digital Service for whom a new ICT infrastructure was created. This was rolled out to allow cloud-based collaborative working using best of breed hardware and software. This has made

processes quicker, simpler and fit for purpose - all at a lower cost (in the region of one-fifth of the cost of the standard Cabinet Office IT desktop solution).

Our goal is to provide systems which:

- provide for collaborative working within the department and with colleagues in other departments, accepting that, in some functional areas, security considerations will need to be addressed;
- are developed and maintained in an agile and interoperable way; and
- are based on open standards.

### **What do we need to do to get there?**

#### Quarter 1 2013/14

- By April 2013, we will have agreed the strategy for providing the above goal, including the nature and timing of the provision of expanded ICT capability to staff.
- From April 2013, we will have started to provide collaborative working tools to staff in line with the objectives set out above.

#### Quarter 3 2013/14

- From September 2013, we expect to provide staff with expanded infrastructure options across a range of end user devices (e.g. laptops, tablets, smartphones) in line with the Government's ICT Strategy and the Government's new security architecture. This will include the transition away from the Flex contract by the end of 2014.

## **6. Cabinet Office supports the implementation of the commitments in the Government Digital Strategy.**

Cabinet Office is the lead department for implementing the Civil Service Reform Plan, aiming for a Civil Service that is flatter, more innovative and agile. The Government Digital Strategy is a critical element of this, and a number of Cabinet Office teams work across departmental boundaries to support the shift to digital by default ways of working, enabling government to work more effectively and efficiently and improve services to citizens.

### **Where are we?**

Cabinet Office has an important dual role in both ensuring that the department makes a fundamental change to the way it works, but also has responsibility for enabling other departments to be digital by default.

### **Where are we going?**

There are a number of teams within Cabinet Office that are needed to deliver the recommendations in the Government Digital Strategy and are required to provide leadership and action on:

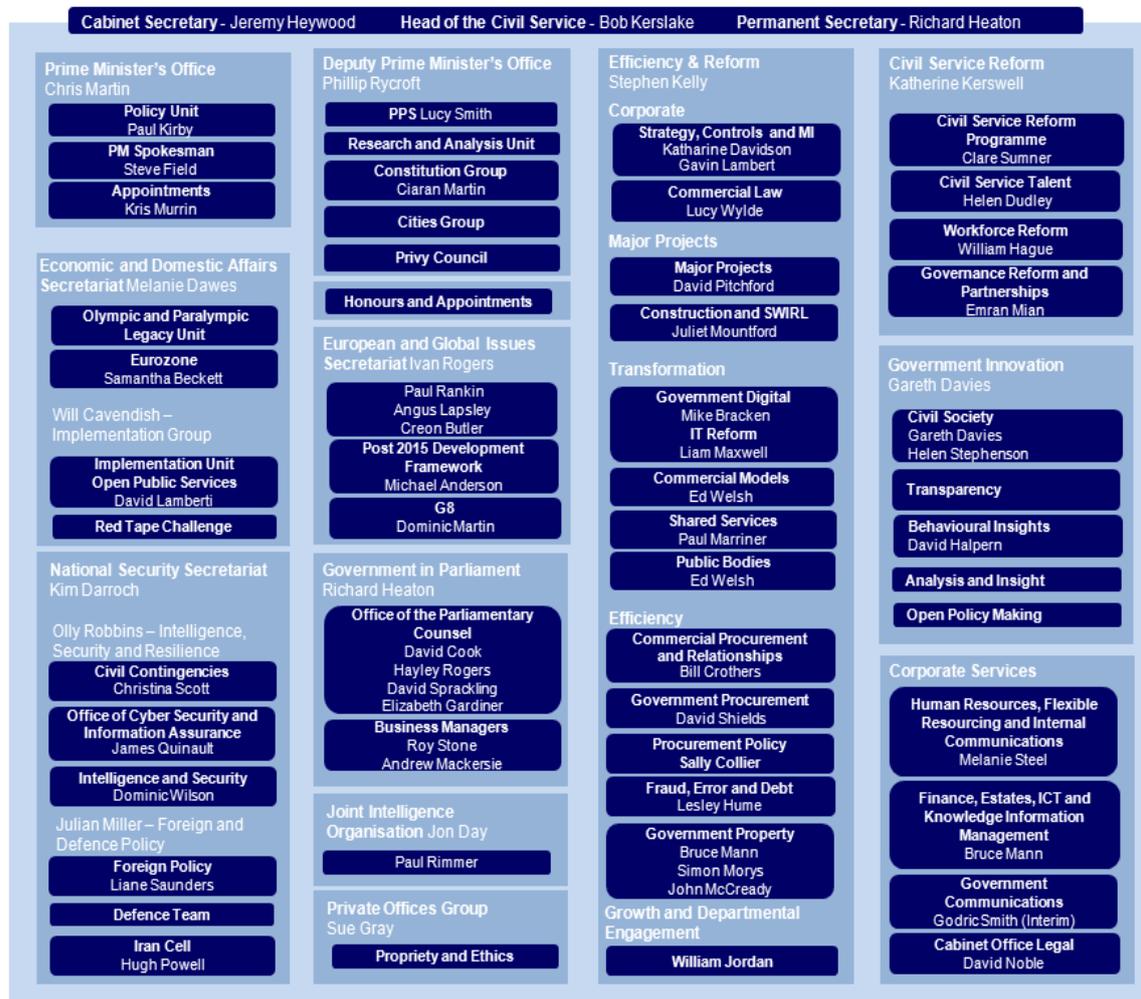
- Building digital capacity at a variety of different levels across the Civil Service, This includes Civil Service Learning establishing government wide digital skills training and development (following on from the Civil Service Capabilities Plan publication in January 2013); training of leaders and future leaders through the Fast Stream and other accelerated development programmes; specialist coaching and training of Service Managers by Government Digital Service throughout 2013 to support the transformation of the Government Digital Strategy exemplar services; and assistance by Government Digital Service for supporting and recruiting to specialist technical roles.
- Adapting procurement processes to ensure that small and medium enterprises can compete in open procurement for opportunities to work with government in future digital development. This will be delivered from Quarter 2 onwards and will require close joint-working during 2013 between the Government Procurement Service and Government Digital Service, alongside the development of exemplar services.
- Developing and using a range of common platforms to support redesigned digital services (Government Digital Service). These will focus on the needs of the exemplar service redesigns, but will also include internal platforms to support this strategy's thrust for transformation of inter-departmental collaborative work.
- Open Policy Making Team and Government Digital Service will promote and develop digitally supported open policy making and communications processes.

- Government Digital Service will establish a consistent management information framework for digital services to support a dynamic and iterative continuous improvement approach. This will be published in Spring 2013 and consistently iterated thereafter.
- Supporting transactional departments with specialist expertise throughout 2013 to undertake and learn from the transformation of exemplar services (Government Digital Service).
- Working with departments to identify and amend any unnecessary legislative requirements that are holding back a shift to more straightforward digital services (Government in Parliament Group and Government Digital Service).
- Setting up a consistent cross-government approach to procurement of assisted digital support (Government Digital Service).
- Continuing to help departments transfer online publishing to GOV.UK throughout 2013 and into 2014 and to operate and improve the platform at no extra cost to departments, agencies or arms-length bodies (Government Digital Service).

### **What do we need to do to get there?**

The Cabinet Office will measure progress annually and publish the results in relation to all recommendations in the Government Digital Strategy.

# Annex A: The structure of the Cabinet Office



## Annex B

### Milestone summary of actions relating to Cabinet Office services/business

	Transforming the department's transactional services and online publishing (sections 1 and 2)	Using digital to improve collaborative working both inside and outside the department (section 3)	Enhancing our ICT infrastructure and the digital capability of staff within the department (sections 4 and 5)
Q4 2012/13- Q1 2013/14	<p><b>Transactions</b></p> <ul style="list-style-type: none"> <li>Define and establish a governance structure for digital by default transactions with key people appointed/committees convened by April 2013.</li> <li>Appoint a Service Manager to continue transformation of Electoral Reform Transformation Programme by April 2013.</li> <li>Plan the first three exemplar service transformations by April 2013.</li> <li>Assess all transactions for impact and against the digital by default service standard, forming the basis of a longer-term transformation plan by April 2013.</li> </ul> <p><b>Publishing</b></p> <ul style="list-style-type: none"> <li>Complete transition to GOV.UK by February 2013.</li> <li>Staff trained in the benefits of better digital publishing when engaging with users. An initial scheme will target two policy areas, with staff reviewing their publishing strategy by April 2013.</li> </ul>	<ul style="list-style-type: none"> <li>Specialist digital unit designs and implements changes to internal processes, following joint audit of data collection and transactional work where HM Treasury and Cabinet Office cross over to see efficiency and effectiveness gains by summer 2013.</li> <li>Roadmap for future process and platform changes by end of quarter, covering transformation of processes for all teams by March 2014.</li> <li>Start to provide collaborative working tools for staff from April 2013.</li> <li>Establish two projects for teams using collaborative tools when working with other departments.</li> <li>Start to explore cross-government opportunities to make Cabinet Committee write-rounds digital by default, with a review to be completed by the end of the third quarter of 2013. This will include</li> </ul>	<ul style="list-style-type: none"> <li>Delivery of the Digital Strategy is a standing item at all meetings of the Executive Management Committee from January 2013.</li> <li>Identify an EMC-level digital sponsor, focussed inwardly on the workings of Cabinet Office, by April 2013.</li> <li>Establish Cabinet Office Digital Steering Committee covering a range of seniority and work areas by February 2013.</li> <li>Governance process created for prioritising service and process re-design candidates and evaluating business cases by February 2013.</li> <li>Audit the digital capability of the department by summer 2013, to inform future learning and development plans.</li> <li>Establish new Digital Service Unit including two new Digital Business Process Designers and three new Digital Service Designers.</li> <li>Agree the strategy, including nature and timing of provision, for expanding ICT capability to staff by April 2013.</li> </ul>

		exploring options for making the Public Expenditure Efficiency and Reform Ministerial Sub-Committee paperless.	
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	<b>Transforming the department's transactional services and online publishing (sections 1 and 2)</b>	<b>Using digital to improve collaborative working both inside and outside the department (section 3)</b>	<b>Enhancing our ICT infrastructure and the digital capability of staff within the department (sections 4 and 5)</b>
<b>Q2 2013/14</b>	<p><b>Transactions</b></p> <ul style="list-style-type: none"> <li>• Agree and publish a plan for departmental transactions redesign for 2013/15.</li> <li>• Establish initial target group of small-but-related transactions as candidates for a collective redesign, with the design process initiated by September 2013.</li> <li>• Complete external tender for the first 3 transaction transformations and appoint suppliers by June 2013.</li> <li>• Define digital service promotion plan for the 3 exemplar transactions, with the approach forming a template for future digital services.</li> </ul> <p><b>Publishing</b></p> <ul style="list-style-type: none"> <li>• Audit potential new sources of data that could be published by September 2013.</li> <li>• Audit all data publishing and assess opportunities for end-to-end process redesign by summer 2013.</li> <li>• Audit user journeys when accessing Cabinet Office information in partnership with biggest user groups by September 2013.</li> <li>• All publishing service/destinations meets the digital</li> </ul>	<ul style="list-style-type: none"> <li>• Two exercises evaluated against the digital by default standard of reach, user satisfaction, completion and cost-per transaction; with lessons disseminated and used to iterate the roadmap by summer 2013.</li> </ul>	<ul style="list-style-type: none"> <li>• Based on our skills audit, establish core and specialist digital skills training programmes by September 2013, talking to the market to see where innovative small companies could deepen our training offer to staff.</li> <li>• Digital capability assessment built in to all recruitment and performance appraisals.</li> <li>• From September 2013, provide staff with expanded infrastructure options across a range of end user devices in line with the government's ICT Strategy and government's new security architecture.</li> <li>• Start the process of transitioning away from the Flex contract by the end of 2014.</li> </ul>

	<p>by default standards for management information.</p> <p><b>Open policy making</b></p> <ul style="list-style-type: none"> <li>• Iterate central policy work on open policy making, with departments creating a new model.</li> </ul>		
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	<b>Transforming the department's transactional services and online publishing (sections 1 and 2)</b>	<b>Using digital to improve collaborative working both inside and outside the department (section 3)</b>	<b>Enhancing our ICT infrastructure and the digital capability of staff within the department (sections 4 and 5)</b>
<b>Q3 2013/14</b>	<p><b>Transactions</b></p> <ul style="list-style-type: none"> <li>• Initiate direct engagement with interested third parties on transaction delivery, information and statistics.</li> <li>• Complete an internal review of processes to identify opportunities for change that would yield greater openness in information and statistics as a by-product of newly digital by default processes, by December 2013.</li> <li>• Evaluate exemplar transactions to show initial service change and publish results and progress by December 2013.</li> <li>• Management information framework on the performance of digital services fully established and published by December 2013.</li> </ul> <p><b>Publishing</b></p> <ul style="list-style-type: none"> <li>• Training programme on publication capability across Cabinet Office from September 2013.</li> </ul> <p><b>Open Policy Making</b></p>	<ul style="list-style-type: none"> <li>• Complete the review of cross-government opportunities to make Cabinet Committee write-rounds digital by default and options for making the Public Expenditure Efficiency and Reform Ministerial Sub-Committee paperless.</li> <li>• Civil Service Learning iterates and revises its training offering to senior civil servants and the policy profession in the light of this review.</li> </ul>	<ul style="list-style-type: none"> <li>• Digital capability is a special focus of mid-year appraisals, in order to assess on going capacity building requirements, and to iterate the learning and development plans for the department.</li> </ul>

	<ul style="list-style-type: none"> <li>• Run rolling good practice seminars on social media to December 2013.</li> <li>• Exemplar area policy iteration exercises with users over the course of development in 2013.</li> </ul>		
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	<b>Transforming the department's transactional services and online publishing (sections 1 and 2)</b>	<b>Using digital to improve collaborative working both inside and outside the department (section 3)</b>	<b>Enhancing our ICT infrastructure and the digital capability of staff within the department (sections 4 and 5)</b>
<b>Q4 2013/14 and beyond</b>	<ul style="list-style-type: none"> <li>• Remaining services transformed in line with plan agreed in Quarter 2.</li> <li>• Select further exemplar areas on open policy making and spread the initial learning from the first policy iteration exercise.</li> </ul>		<ul style="list-style-type: none"> <li>• Continue the process of transitioning away from the Flex contract by the end of 2014.</li> </ul>

## Annex B (continued)

### Milestone summary of actions relating to Cabinet Office support to wider cross-government delivery of Government Digital Strategy

	Cabinet Office actions to support the implementation of the commitments in the Government Digital Strategy (section 6)
<b>Q4 2012/13 – Q1 2013/14</b>	<ul style="list-style-type: none"> <li>• Transition all departments to the <a href="http://gov.uk">GOV.UK</a> publishing platform by March 2013.</li> <li>• Publish the digital by default service standard in April 2013, describing the performance metrics and capabilities that services must achieve. Also continue to provide a programme of guidance and tools that help service teams meet the standard.</li> <li>• From Quarter 1 2013 onwards, work to support the seven transformational service redesign projects across departments. This support will continue and be extended as departments continue their transformation programmes.</li> </ul>
<b>Q2 2013/14</b>	<ul style="list-style-type: none"> <li>• Offer extensive training and support to help new Service Managers from summer 2013, as well as helping departments to recruit Service Managers.</li> </ul>
<b>Q4 2013/14</b>	<ul style="list-style-type: none"> <li>• Transition all departmental agencies and arm's length bodies to the <a href="http://gov.uk">GOV.UK</a> publishing platform by March 2014.</li> </ul>
<b>On-going</b>	<ul style="list-style-type: none"> <li>• Following the publication of the Digital Capabilities Plan in January 2013, Civil Service Learning will help departments on an on-going basis to improve their digital capability and staff awareness of digital.</li> <li>• Through Government Digital Service, provide on-going guidance to departments about effective approaches to recruiting digital specialists.</li> <li>• Through Government Digital service, continue offering training and awareness raising to departmental procurement leads in support of new procurement arrangements.</li> <li>• Through Government Digital Service, offer specialist digital expertise to interpret existing legislation as and when required.</li> <li>• Through Government Digital Service, continue to help departments to define, collect, store and present digital performance data.</li> </ul>

## Annex C: Meeting the actions of the Government Digital Strategy

Government Digital Strategy actions	Cabinet Office Digital Strategy
<p>1: Departmental and transactional agency boards will include an active digital leader.</p>	<p>Our Executive Management Committee has seized upon leadership of the digital agenda and an EMC-level digital sponsor will be identified, focused inwardly on the workings of Cabinet Office, by April 2013.</p> <p>The delivery of the digital strategy will be a standing item at all meetings of the Executive Management Committee.</p> <p>We will establish a Cabinet Office Digital Steering Committee covering a range of seniority and work areas by February 2013.</p>
<p>2: Services handling over 100,000 transactions each year will be re-designed, operated and improved by a skilled, experienced and empowered Service Manager.</p>	<p>We will appoint a Service Manager to continue to transform and iterate the digital solution for Electoral Reform Transformation Programme, as a transaction of significant size by volume by March 2013.</p>

<p>3: All departments will ensure that they have appropriate digital capability in-house, including specialist skills.</p>	<p>Cabinet Office will develop exceptional digital capability within the department to ensure we are continually innovating with the best digital solutions. We already have a small centre of excellence focussed on our departmental business in the digital communications team but we will do more.</p> <p>We will establish a new specialist Digital Unit, including:</p> <ul style="list-style-type: none"> <li>• Two new Digital Business Process Designers - business process executives, driving the rolling programme of process re-engineering to shift the way we work to digital by default.</li> <li>• Three new Digital Service Designers - with the creative and technical capability to function as a mini-Government Digital Strategy, building new digital services, transactions, tools, etc.</li> </ul>
<p>4: Cabinet Office will support improved digital capability across departments.</p>	<p>We will build digital capacity at a variety of different levels across the Civil Service. This includes general digital skills training and developing government wide training of leaders and future leaders through the Fast Stream and other accelerated development programmes. Government Digital Service will also offer specialist coaching and training of Service Managers and provide assistance in supporting and recruiting specialist technical roles.</p> <p>A Cabinet Office-wide digital capability audit will be completed by Summer 2013, to assist in targeting future departmental learning, development and recruitment plans.</p> <p>We will set up core and specialist digital skills training programmes (designed, internal trainers identified, course materials created) by September 2013. We will work with Civil Service Learning to see where innovative small companies might work with the Cabinet Office to deepen our training offer to staff.</p>

<p>5: All departments will redesign services handling over 100,000 transactions each year.</p>	<p>We will transform and iterate the digital solution for Electoral Reform Transformation Programme, as a transactional service of significant size by volume, by March 2013.</p>
<p>6: From April 2014, all new or redesigned transactional services will meet the digital by default service standard.</p>	<p>Cabinet Office will audit all transactions, and score them against the digital by default service standard, completed and ranked in order of service standard compliance by April 2013. We will ensure that the user receives a consistently high-quality digital experience and that no new or redesigned service will go live unless it meets the digital by default service standard.</p>
<p>7: Corporate publishing activities of all 24 central government departments will move onto GOV.UK by March 2013, with agency and arms length bodies' online publishing to follow by March 2014.</p>	<p>Cabinet Office has a number of individual websites and content to consolidate onto GOV.UK. We are in the process of ensuring our web content is ready for February 2013 with the help of the Government Digital Service, when Cabinet Office pages will go live.</p> <p>There are several Cabinet Office websites which might still stand alone as independent, subject to consideration against agreed government exemption criteria.</p> <p>Government Digital Service will also continue to help departments transfer online publishing to GOV.UK and to operate and improve the platform at no extra cost to departments, agencies or arms-length bodies.</p>
<p>8: Departments will raise awareness of their digital services so that more people know about them and use them.</p>	<p>A digital service promotion plan will be defined for each of our three exemplar transactions, and the plans will form a template for future digital by default services.</p>
<p>9: We will take a cross-government</p>	<p>Government Digital Service will set up a consistent cross-government approach to</p>

<p>approach to assisted digital. This means that people who are have rarely or never been online will be able to access services offline, and we will provide additional ways for them to use the digital services.</p>	<p>procurement of assisted digital support. Cabinet Office will use this to support the delivery of any future redesigned transactional services.</p> <p>Our exemplar services must have a plan to ensure assisted digital solutions are included in line with the cross-government approach, or they will automatically be rejected at business case stage.</p> <p>As part of the transformation of Electoral Reform Transformation Programme we will ensure that assisted digital considerations are included and this learning will be transferred to other transactional work.</p>
<p>10: Cabinet Office will offer leaner and more lightweight tendering processes, as close to the best practice in industry as our regulatory requirements allow.</p>	<p>We will adapt procurement processes to ensure that small and medium enterprises can compete in open procurement for opportunities to work with government in future digital development. This will require close joint working between Government Procurement Service and Government Digital Service.</p>
<p>11: Cabinet Office will lead in the definition and delivery of a new suite of common technology platforms which will underpin the new generation of digital services.</p>	<p>Government Digital Service will develop a range of common platforms to support redesigned digital services. Internally, we are exploring ways to review departmental ICT provision to support flexible, innovative, collaborative, and effective working.</p>
<p>12: Cabinet Office will continue to work with departments to remove legislative barriers which unnecessarily prevent the development of straightforward and convenient digital services.</p>	<p>Through the Government in Parliament Group and Government Digital Service, we will work with departments to identify and amend any unnecessary legislative requirements that are holding back a shift to more straightforward digital services.</p>
<p>13: Departments will supply a consistent set of management information (as defined</p>	<p>Through Government Digital Service we are in the process of defining for all departments a common set of management information for transactional services.</p>

<p>by the Cabinet Office) for their transactional services.</p>	<p>Internally, however, much of this type of data on the way we run transactional services is lacking in the department. We will therefore ensure that management information on the performance of digital services drives continual improvement in how services work and that this improvement loop is embedded in normal working practices.</p>
<p>14: Policy teams will use digital tools and techniques to engage with and consult the public</p>	<p>We have a number of teams making use of targeted interactions using social media and collaborative techniques. However, this is not widespread and the department will do more to ensure we are using the digital channels available to us to improve policy making. Therefore, we will select an exemplar area to begin policy iteration exercises with users over the course of development in 2013 and we will begin a series of good practice seminars on using social media to interact with users on a rolling basis to December 2013.</p>