and an understanding of movement (evolution). To begin with, the proposed governance system would clearly reflect user needs in all its decision-making processes. The users included not only departmental users but also the wider public who will interact with any services provided. It was essential, therefore, that those users' needs were determined at the outset, represented in the creation of any proposal and any expected outcomes of any proposal are set against those needs. But this was not enough, we needed also the value chain that provided those user needs and how evolved the components were. Maps therefore became a critical part of the Governance structure.

Doctrine: Be transparent (a bias towards open)
The governance system had to be entirely transparent. For example, proposals must be published openly in one place and in one format through a shared and public pipeline. This must allow for examination of proposals both internally and externally of Government to encourage interaction of departments and public members to any proposal.

Doctrine: Use a common language (necessary for collaboration)
The governance system had to provide a mechanism for coordination and engagement across groups including departments and spend control. This requires a mechanism of shared learning — for example, discovery and dissemination of examples of good practice. To achieve this, we must have a common language. Maps were that language.

Doctrine: Use appropriate methods (e.g. agile vs lean vs six sigma)
Governance had to accept that there are currently no single methods of