

and tackle the whole problem. We needed to break away from these isolated individual systems. We needed to change the default delivery mechanism for public services towards online services using automated processes for most citizens. We needed an approach that focused relentlessly on delivery to the citizen and their needs. This was going to be the “Big” idea.

*Doctrine: Do better with less*

Such an approach had to be transparent and measured in terms of cost. It had to provide challenge for what was currently being built. From this we developed the idea of a scrutiny board which later became spend control under OCTO. It wasn't enough to simply reduce spending; our focus was on dramatically reducing waste whilst improving public services. We couldn't do this without measurement.

We understood that this would not be a big bang approach but an iterative process — a constant cycle of doing better with less. To this end, we proposed the use of open data with a focus on the Government becoming more transparent. We also added the use of open source including the practices associated with it and the use of open standards to drive competitive markets.

*Doctrine: Move fast*

We understood that there would be inertia to the changes we were proposing and that existing culture and structures could well rise to combat us. We put in place an initial concept of work streams that targeted different areas. The idea was that if we ever put this in place then we'd have 100 days or so to make the changes before resistance