

overwhelmed us. If it wasn't up and running in that time then we would have missed our window.

*Doctrine: Commit to the direction, be adaptive along the path*

To enable the change, we needed a clear and effective message from authority combined with a commitment to change. However, in the past this has been notoriously difficult as only one minister in the Cabinet Office (Tom Watson MP) prior to 2010 had any real commitment to understanding technology. However, with a change of Government there might be an opportunity with a new ministerial team.

To support of all this, we proposed a structure based upon the innovate — leverage — commoditise model. The structure included innovation funds operating at local levels, a scrutiny board encouraging challenge along with a common technology service providing industrialised components. The structure was based upon concepts of open, it was data driven with emphasis on not just defining but measuring success. It was iterative and adaptive using constant feedback from the frontline and citizens alike. To support this, we would have to develop in-house capabilities in engineering including more agile like approaches. We would also need to build a curriculum for confidence and understanding of the issues of IT for mid ranking to senior officials and ministers. We would need take a more modular approach to creating systems that encouraged re-use. We would need to be prepared to adapt the model itself as we discovered more.