Doctrine: Be Pragmatic

We accepted that not everything would fit into the structure or work streams that we had described. A majority would and it was the cost reduction and improvement in those cases that would generate the most savings. However, it was important to acknowledge that a one-size fits all approach would not work and will be vulnerable to inertia. Pragmatism to achieve the change was more important than ideology. We also had to maintain the existing IT estate whilst acknowledging the future will require a fundamentally different approach based upon agile, open and effective local delivery. We would have to not only audit but sweat the existing assets until they could be replaced.

Doctrine: A bias towards the new

We focused on an outside-in approach to innovation where change was driven and encouraged at the local level through seed funds rather than Government trying to force its own concept of change through "big IT". The role of central Government was reduced to providing engineering expertise, an intelligent customer function to challenge what was done, industrialised component services, encouragement of change and showing what good looked like.

Doctrine: Listen to your ecosystems (acts as future sensing engines)

We viewed the existing centralized approach as problematic because it was often remote from the real needs of either public service employees, intermediaries or citizens alike. We envisaged a new engineering group that would work in the field and spot and then nurture opportunities for change at the frontline, working closely with service delivery providers.