

FOREWORD

1. Government information and communications technology (ICT) has a really bad name. Though much of this is unjustified, there have been significant failings and Government has not always achieved the best value for money. The previous Government took decisions that did not fully understand or exploit the technology available to us and locked us into long term arrangements at (what are now) unfavourable terms.. Thus digital services and internal ICT has often hindered, not helped the move to less costly, more productive working and public services.
2. The Coalition Government is determined to do things better. Government ICT is vital for the delivery of efficient, cost-effective public services which are responsive to the needs of citizens and businesses. We want government ICT to be open: open to the people and organisations that use our services; and open to any provider – regardless of size.
3. The ICT strategy published in March 2011 will deliver better public services for less cost. ICT can release savings by increasing public sector productivity and efficiency. These savings are critical in order to reduce the structural deficit and continue to fund improved front-line services.
4. The Government ICT strategy enables the building of a common infrastructure underpinned by a set of common standards. Government is working to accelerate implementation of the strategy as part of its drive to cut down costs and improve current capabilities. We recently published the Strategic Implementation Plan (SIP) which detailed how we will implement the strategy and how we will measure our impact and success.
5. Today we are publishing four strategies which provide the environment and approaches to radically transform the ICT landscape to create a more productive, flexible workforce that delivers digital public services in a much more cost effective way.

6. The four strategies published today link together to fully exploit the cost opportunities arising from technology developments; and to increase the capability and capacity of Government to manage its own ICT and reduce reliance on expensive consultants and contractors.
7. The government cloud (G-Cloud) strategy details how we will exploit cloud computing to transform the Government ICT estate into one that is agile, cost effective and sustainable. Government will adopt an approach of 'public cloud first' whilst recognising the requirement for secure private cloud provision in some areas. Government will move away from expensive, long-duration bespoke solutions to a common approach - sharing resources and infrastructure to enable us to become a consumer of widely available, ever improving mass market products and solutions. Many of these solutions will be available for reuse from the Government Application Store
8. Through significant rationalisation of our data centre estate – moving to a commodity approach towards hosting – we will increase utilisation and efficiency, thus reducing CO2 emissions, accommodation and energy costs.
9. The Greening Government ICT strategy provides a practical approach to reducing energy costs increasing the sustainability of the ICT estate and supporting our commitment to being the 'greenest government ever'. The actions and approaches are embedded within each element of the common infrastructure across the product lifecycle.
10. The End-User Device strategy will redefine the way that Government departments work. Supporting the Civil Service Reform programme and our ability to significantly reduce our estate and associated costs, the End-user Device strategy will give public sector workers the freedom to work from any location on any suitable government or non-government device.
11. Government will not be able to fully exploit the opportunities from these strategies without ensuring that the people we employ have the right skills and techniques to manage and run them effectively. The ICT Capability strategy uses a professional framework that will put in place structures and processes to increase

the capability of ICT professionals at all levels and reduce expenditure on external expertise.

12. These strategies build on the ICT moratorium, project review and contract renegotiations which have allowed the Government to appraise and take control of spending and ensure that projects demonstrate value for money and effectiveness. Over £300m was saved in the first ten months of this activity alone, but much more remains to be done. Our common infrastructure, based on cloud computing will save over £460m per year by 2014/15, in addition to further savings derived from continuing strong controls on spending and a common approach to procurement of commodity ICT and commercial relationships.

A handwritten signature in black ink, reading "Francis Maude". The signature is written in a cursive style with a large initial 'F' and a long, sweeping tail.

The Rt Hon Francis Maude MP
Minister for the Cabinet Office