



Cabinet Office

James Stewart

Director of Technical Architecture

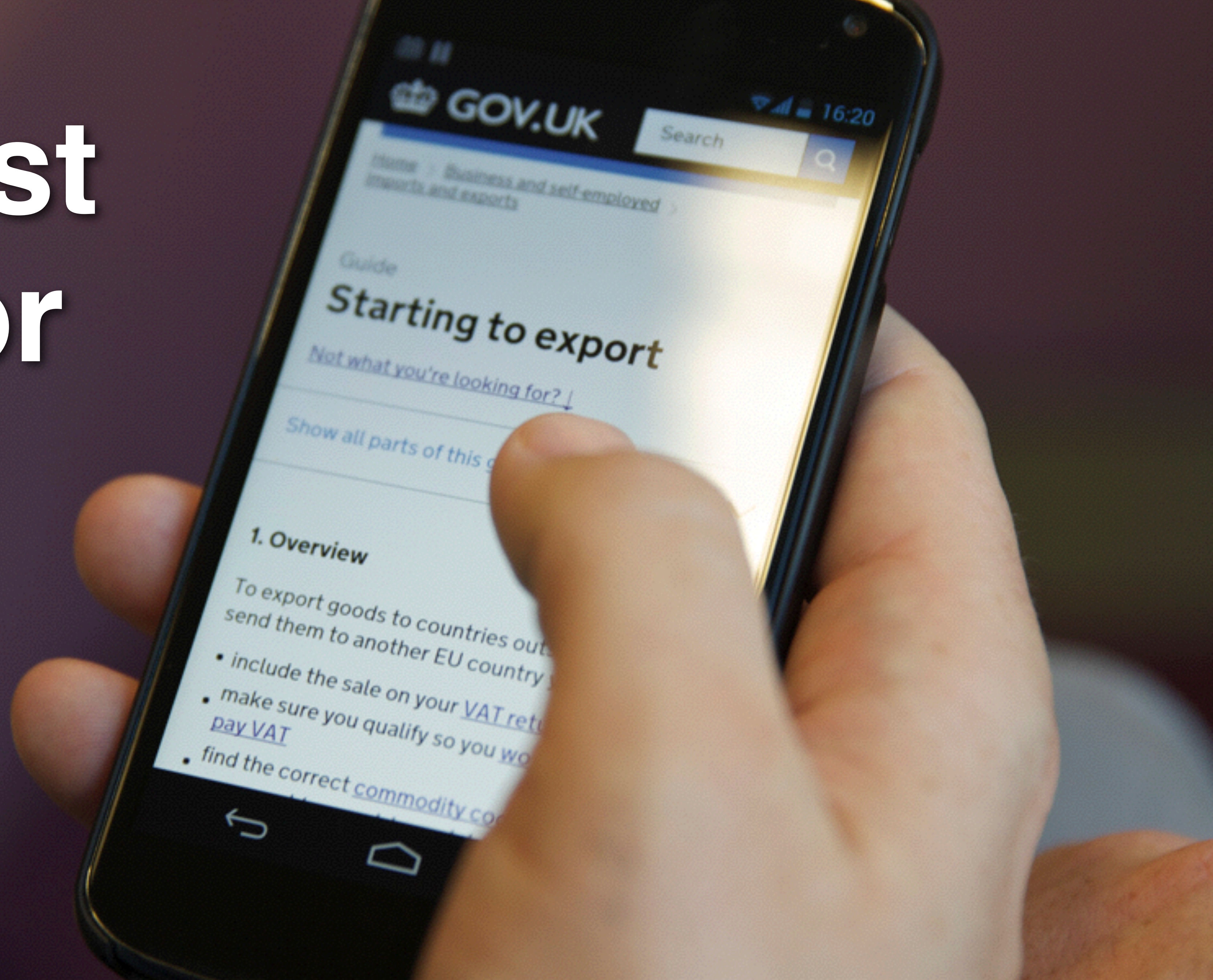
Government Digital Service

@jystewart



I'm from the Government Digital Service

We're best
known for
GOV.UK



We also work on
thing like identity,
measurement
and a lot of
transformation



The way we work is not what people expected of government

```
[
- {
  id: "61cf57b5-544f-4fdb-aad0-8448926f4060",
  name: "NetworkTest2",
  description: "Network Test 2",
  is_inherited: false,
  gateway: "192.168.1.1",
  netmask: "255.255.255.240",
  dns1: "8.8.8.8",
  dns2: "8.8.4.4",
  dns_suffix: "tester2.networktest",
- ip_ranges: [
  - {
    start_address: "192.168.1.2",
    end_address: "192.168.1.14"
  }
]
},
- {
  id: "a3568eee-caaa-480d-8b13-f7df33e369a6",
  name: "NetworkTest",
  description: "Test network",
  is_inherited: false,
  gateway: "192.168.0.1",
  netmask: "255.255.255.0",
  dns1: "8.8.8.8",
  dns2: "8.8.4.4",
```

THE UNIT OF
DELIVERY
IS THE TEAM



<https://flic.kr/p/dSQB4h>



**that team may initially
find their own way**

**This is about what
came next...**

“We view DevOps as the missing components of agile – the enabler for getting it out of the door and closing the loop between software engineer and customer.”

<http://contino.co.uk/devops-learnings/>

communities of practice are groups of people who share a concern, a set of problems, or a passion about a topic, and who deepen their knowledge and expertise in this area by interacting on an ongoing basis.

(as defined by jean lave and etienne wenger in the 90s)

we talk a lot about adjacent
communities collaborating

what about the procurement officer,
the security accreditor, or the folks
that write the policies?

We're part of the Cabinet Office





**and that's part of HM
Government**

~412,000 civil servants

~300 agencies

~24 departments

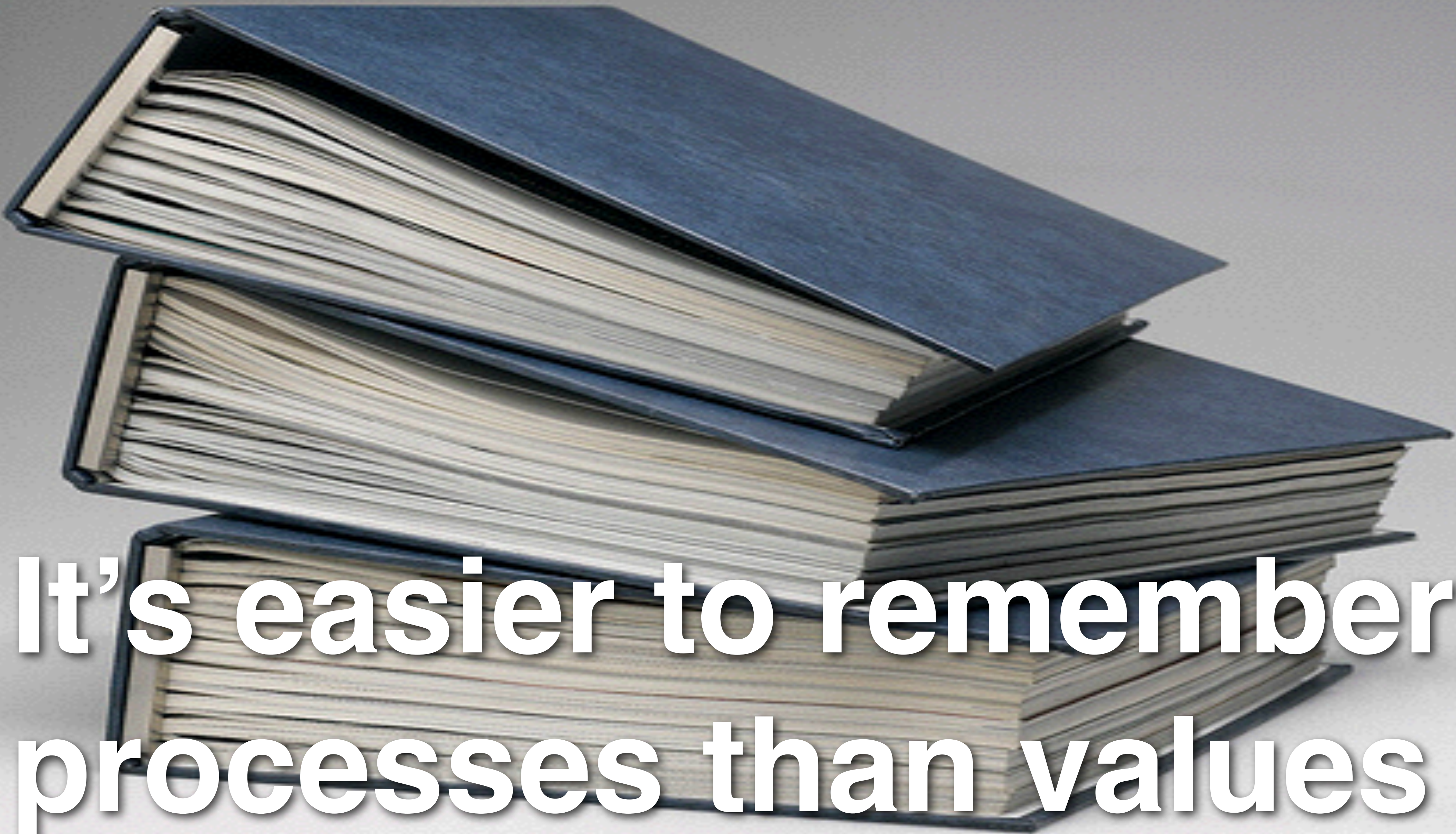


**Big organisations don't
happen overnight**

They have lots of history...

They have lots of history...

and lots of mythology



**It's easier to remember
processes than values**



**it's more common to
write the processes
down**



Celebration often gets rarer as you get older or face more

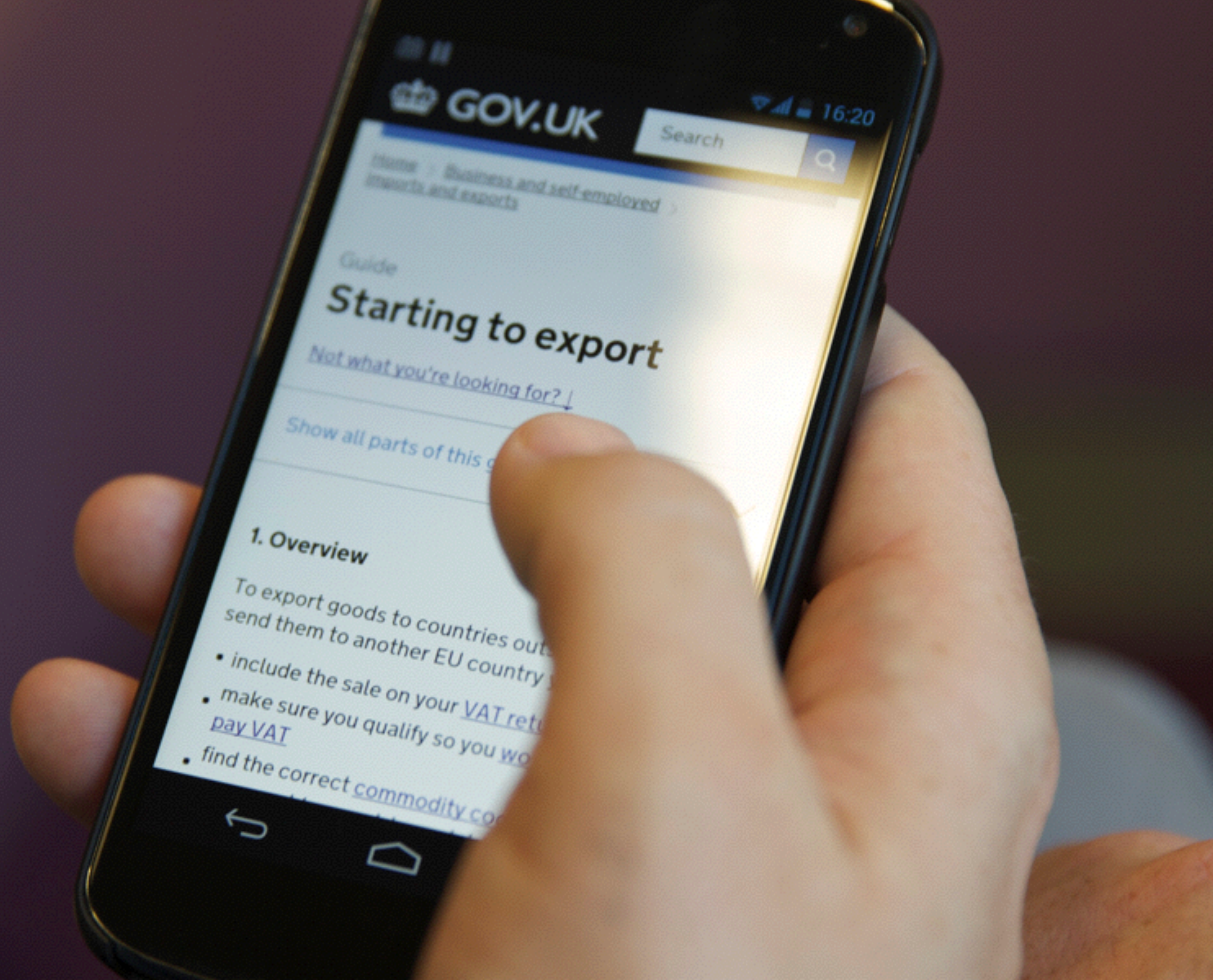
LEMON CAKE

CHOCOLATE CAKE
LIME CHOC CAKE

**So here are a few
areas where we've
had to break down
silos**

Procurement

GOV.UK needed hosting



So that'd mean an OJEU*, a lengthy competition, and choosing on price, right?

* Notice in the Official Journal of the European Union and various surrounding processes

“How does this system
make sense to the actors
within it.”

- Steven Shorrock at Velocity EU 2014
(yesterday)

Seek out experts

Understand the values

Join forces with other

transformations

THE UNIT OF
DELIVERY
IS THE TEAM



<https://flic.kr/p/dSQB4h>

**Success for everyone is
delivery, not compliance.**

Service to make a SORN. This must be made for a registered vehicle that is not being used on the road, and which has been taxed since 31 January 1998.

Users on start page

Users currently on the GOV.UK SORN start page

46

users online now



Customer satisfaction

Average score of satisfied responses

93%

September 2013

-0.7% ▼

August 2013



Applications by channel

Vehicle licensing applications per month broken down by channel

Last 12 months

Total

3.53m (100%)

500k

400k

300k

200k

100k

Manual

Office

10%

Digital

2.94m

83%

Sep

Jan

Feb

Mar

Apr

May

Jun

Jul

Aug

Make it visible, part of the project's flow

Assurance and accreditation

We need permission to operate our new services





Shrouded in mystery

Understand the concerns

HM LAND REGISTRY
DIEU ET MON DROIT

CERTIFICATE

THIS IS TO CERTIFY THAT THE
land shown in the property register and shown on
the official plan of the title number as stated on the back
page of this certificate is registered in the Land Registry
with the class of title stated in the property register.
There are annexed to this certificate office copies of the
entries in the register and of the official plan and, where
so indicated in the register, of documents filed in the Land
Registry.

Under section 68 of the Land Registration Act 1925 and rule 264 of the
Land Registration Rules 1925, this certificate shall be admissible as
evidence of the matters contained herein and, under section 64 of the
said Act, must be produced to the Chief
Land Registrar on every entry in the
register of a disposition by the registered
proprietor of the land and on every
transmission thereof.



...certificate other than those

Your choice of software and tools aren't a risk

The impact of them failing is

A STORY
IS A
PROMISE
OF A
CONVERSATION

<https://flic.kr/p/e6bVpv>

Seek out experts

Invite them in early

Shift the conversation

Regular releases reduce risk

[https://gds.blog.gov.uk/
2012/11/02/regular-releases](https://gds.blog.gov.uk/2012/11/02/regular-releases)

Cloud Security Principles

1. Data in transit protection
 2. Asset protection and resilience
 3. Separation between consumers
 4. Governance framework
 5. Operational security
- ...etc...

<https://www.gov.uk/government/publications/cloud-service-security-principles>

and more...

Strategic Outline Business Case

- introduces the basic project concept and contains enough detail to support an informed decision on whether to proceed to an OBC. It should include a preliminary assessment of strategic fit, options, value for money, affordability and achievability.

Outline Business Case

- the scope, costs, affordability, risks, procurement route and timetable of a project

Full Business Case

- all the information needed to support a decision to award a contract and commit actual funding, and should provide a basis for the necessary project management, monitoring, evaluation and benefits realisation

How to do spend approvals in parallel with early agile work

Before
business case

- Apply for Cabinet Office spend approval (for Discovery & Alpha build)

DISCOVERY

8 weeks

- Plan **MPA Review**

ALPHA build

8 weeks

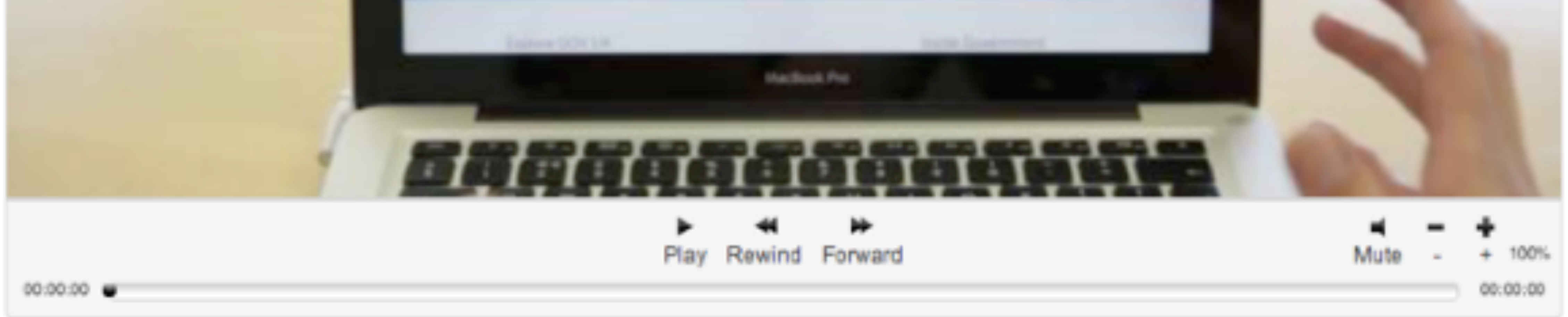
- **MPA Review, Approvals Plan**
- Submit business case to HMT (at least 4 weeks before end of Alpha)
- HM Treasury approve business case
- **Digital service assessment (on Alpha build)**
- Apply for Cabinet Office spend approval (for Beta build)

BETA build

(Business case required before starting Beta build)

- **MPA Review** before Beta release
- **Digital service assessment**

<https://gds.blog.gov.uk/2014/04/11/getting-approval>



1 [Electoral registration](#) **BETA**

Rebuilding trust in our electoral system and making voter registration more convenient and secure

47m

Confirmed on the electoral register in first year



Cabinet Office

2 [Apprenticeship applications](#) **DISCOVERY**

If you want to advertise or apply for an apprenticeship you'll be able to do it quickly and easily online

1.2m

Applications a year



Department for Business Innovation & Skills

3 [Redundancy payments](#) **DISCOVERY**

270k





“We managed to gain agreement from the legal team to work with the service delivery team when drafting future legislation.”

<https://gds.blog.gov.uk/2014/06/20/i-fought-the-law-and-the-users-won/>

**So what have we
learned?**

Myths take subtly different forms: “Our departmental policy is different”

There's a balance to be struck

Prioritising delivery vs. mindset
change

It helps to have backing
from the very top

But clearly it's working, and
some things are more
repeatable...

1. What are we trying to prove or learn?
2. Who are the users?
3. What are we operating?
4. What are we saying?
5. What are our assumptions?
6. What are the dependencies?
7. What capabilities do we need?

<http://wp.me/p4bDXs-7g>

- Understand motivations

- Understand motivations
- Replace myths with history

- Understand motivations
- Replace myths with history
- Enable team ownership

- Understand motivations
- Replace myths with history
- Enable team ownership
- Establish flow



Show the bigger picture

Transform the system



Show the bigger picture

Transform the system

The strategy is delivery

Come build (and run) Software As A Public Service

<https://gds.blog.gov.uk/jobs/>



Cabinet Office

James Stewart

Director of Technical Architecture

Government Digital Service

@jystewart