# Thoughts on Private Sector TGF Involvement

*N.b. This is a temporary working document developed to facilitate a discussion. The content is not fully considered and should be treated as purely illustrative.*

# Introduction

The TGF is primarily directed at:-

1. Political and administrative leaders responsible for shaping public sector reform and e‑Government strategies and policies (at national, state/regional and city/local levels).
2. Senior executives in industry who wish to partner with and assist governments in the transformation of public services and to ensure that the technologies and services which the private sector provides can have optimum impact in terms of meeting public policy objectives.
3. Service and technology solution providers to the public sector.

It is written from the perspective of organisations that understand the public sector and the demands placed upon it and the needs it has to satisfy.

However, many modern projects involve supplier or partner organisations that are not experienced in these aspects and these can be daunted by the complexities of the public sector. There are some initiatives that attempt to address this disincentive. For example, the UK Government has expended a lot of effort in developing and running a CloudStore with the objective of increasing the contributions from and facilitating market access by Small and Medium Enterprises (SMEs). Despite this endeavour, many SMEs still find it difficult to engage and whilst substantial, their contribution to the overall public sector has remained relatively small.

Many modern government projects are moving into a consortium mode of working. For example, a smart city project could involve a number of local authorities, health agencies, utility and transport companies. The utility and transport companies might be public or private but will start to play a cross-domain role in the overall initiative and this may introduce the need for new business approaches such as data sharing and other forms of collaboration. In turn, these may start to impose a range of obligations upon the organisation that they have not encountered before. For example, if the data on assets or community groups that they are serving on behalf of a public consortium, may become subject to public sector legislation such as Freedom of Information.

Thus organisations that are considering becoming involved in public sector transformational projects, need to understand the impacts that their role will have upon their people, processes, data and technology.

This document seeks to identify these effects by reviewing the TGF patterns, drawing out the possible influences on private sector companies and providing some guidance on how to manage them.

## Caveat

It is not possible to draw out the detail for all companies or third sector organisations in all situations. It is recommended that organisations use this document as an exemplar for the aspects that they need to consider and that they review their situation carefully against the TGF Standard/Committee Note.

Aspects that are likely to impact the outcomes from such an exercise include (but are not limited to):-

1. Supplier Role

Product or service supplier

Contractor - direct relation ship

Sub-contractor

1. Partnership Role

Free-standing or part of a partner ecosystem

Preferred or other supplier status

Government partners of the project

Data ownership and the role that their data plays within the project

Independent supplier with an independent route to project end-users (e.g. a utility company)

Have (or not) existing customer relationship(s)

Competition

1. Relationship to Public Sector Project(s)

1-1

1-many

Many-1

Relationship to government

Intersection of interests or geography

Possible federation of public sector projects/initiatives

# TGF Patterns – Private Sector Impact

| **TGF Pattern** | **Impact(s)** | **Actions** |
| --- | --- | --- |
| [GP1] Guiding Principles | Need to sign up to principles (and identify any issues) | Align org goals with the principlesMake a formal commitment to the programme? |
| [B1] Vision for Transformation | Need to identify role(s) within the vision | Agree position and role with the programmeEnsure this aligns with org strategy and structure |
| [B2] Program Leadership |  | Participate in the leadership team or formalise the relationship with it and mode of working |
| [B3] Transformational Operating Model | Impact of data regulations as they apply to government | Agree the range of activities within the model.Maintain these as the model evolves |
| [B4] Franchise Marketplace | Need to integrate with the "virtual" business infrastructure | Determine and agree the parts that the organisation will play. |
| [B5] Stakeholder Collaboration | Need to determine where and how it interacts with other stakeholders | Map the organisation (or part of it) to policy, requirements and services/capabilities |
| [B6] Policy Product Management | Government policies may impact on the business model | Identify the issues. Agree solutions with the programme leadership team. |
| [B7] Supplier Partnership | The relationship needs to be formalised yet agile |  |
| [B8] Skills | The organisation will need to learn new government-biased skills but is likely to be able to provide resources that are vital to the programme | Identify training needsAgree resources to be provided and their roles from a programme perspective |
| [B9] Common Terminology and Reference Model | Terminology of the programme is likely to differ from the organisation’s natural vocabulary | Participate in developing terminology (if not already set).Map programme terms to internal ones.Ensure that deliverable to the programme are translated. (PAS 12 provides some guidance here\_ |
| [B10] Roadmap for Transformation | Need to participate in the programme planning And roadmap production and maintenance | Ensure ‘private’ business realisation is managed in line with programme deliverables (proactive risk management required). |
| [S1] Stakeholder Empowerment | Relationships with the organisations customers will change | Work with the programme to develop new styles of customer relationship.Share existing internal insights to inform this. |
| [S2] Brand-Led Service Delivery | The brand will change (or may even disappear) | Work on the brand with the programmeEstablish joint brand promotion? |
| [S3] Identity and Privacy Management | Trust of customers is essential. They may need to deal with the organisation as part of the programme (thus losing their choice). Any issues could impact the trust of the organisation or even the entire programme.Government may have defined identity and authorisation processes and technology |  |
| [S4] Channel Management Framework | There may be a mismatch between the ‘government’ and private sector channels | Map the channels, their differences and the desired target situation. |
| [S5] Channel Mapping |  | Seek to leverage the differences to provide an overall better customer experience. |
| [S6] Channel Transformation |  | Engage with new channels where appropriate (possibly being provided by partners) |
| [T1] Digital Asset Mapping and Management |  | Depending upon the role of the organisation, a federated approach might be appropriate. |
| [T2] Technology Development and Management |  | An overall architecture needs to be agreed with the programme. The relationships between the stake holders and their roles will have a fundamental impact on this. |
| [BR1] Business Case | The business case for the programme and for the private sector organisation will not be the same. | However, they must complement each other and be maintained ‘in step’. |
| [BR2] Benefits Mapping | The benefits to the programme and the stakeholders with it may differ. | Clarity on the benefits, how much and when they are realised must be defined, agreed and maintained for all stakeholders. |
| [BR3] Benefits Tracking |  | Benefits must be tracked from all the required stakeholder perspectives. |
| [BR4] Benefits Delivery |  |  |
| [BR5] Benefits Reviews |  |  |
| [CSF1] Critical Success Factors |  | Appropriate participation in this activity needs to be agreed with the leadership team up front. |

Nig Greenaway

Fujitsu Fellow

9th June 2016