



Government  
Digital & Data

# **Transforming for a Digital Future: Government's 2022 to 25 roadmap for digital and data**

February 2024 progress update

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# Message from Mike Potter, Government Chief Digital Officer



"I'm delighted to present this report on Transforming for a Digital Future, the government's 2022-25 roadmap for digital and data, created and launched by digital and business leaders in June 2022.

When we published the roadmap, we made a commitment to transparency. We've provided updates every six months, and last September published a comprehensive update to keep the roadmap targeted and up-to-date with the rapidly evolving technology landscape.

The Public Accounts Committee has recommended that we report on progress at departmental level every six months. This is the first of those updates.

Since launch, we've made excellent progress. 16 of the top 75 services are now at a 'great' standard. 29 government services are using GOV.UK One Login, with over 3.3m total IDs issued and credentials verified. The Data Marketplace, a game-changer for data access and availability, is going through private beta testing.

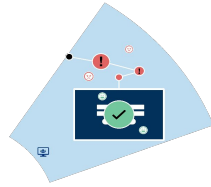
We've published frameworks for assessing legacy IT risks and using generative AI safely. We've grown the Government Digital and Data profession to 5.4% of total Civil Service headcount, close to our target of 6%. And we've developed new models to transform how government delivers products and services.

I've been incredibly impressed by the collaboration, enthusiasm and hard work by all involved, and I'm excited about what we will collectively deliver over the coming year."

# Executive summary: progress highlights by mission

## Mission One

Transformed public services that achieve the right outcomes



16 of the top 75 services are now at a 'great' standard  
Roadmaps for getting to 'great' have been developed and agreed by a further 20 services  
Worked with departments to deliver direct support in 5 services

## Mission Two

GOV.UK  
One Login



29 government services are now live on One Login  
Over 3.3 million people have so far proven their identity through One Login  
There have been over 4.3 million downloads of the One Login identity checking app

## Mission Three

Better data to power decision making



The public beta for the Data Marketplace goes live in March  
Published guidance on identifying 'essential shared data assets'  
Work is underway on a framework for identifying and addressing data quality issues

## Mission Four

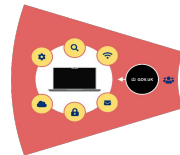
Efficient, secure and sustainable technology



70% of red-rated legacy IT systems have a fully-funded remediation plan in place  
Published a Generative AI Framework for government  
Published Secure by Design approach

## Mission Five

Digital skills at scale



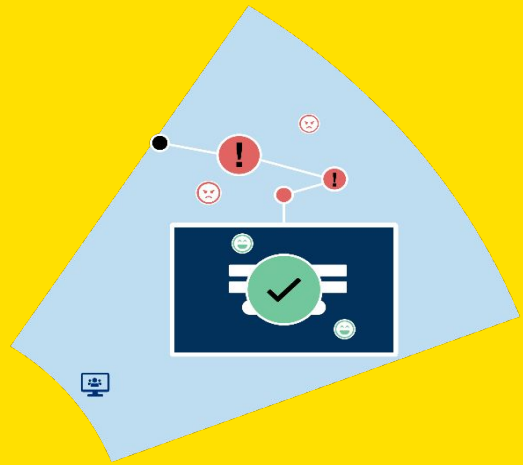
The Government Digital and Data profession has grown to 5.4% of total Civil Service headcount  
The Digital and Data Pay Framework has been adopted by 35 organisations  
More than 700 Senior Civil Servants have been upskilled on digital and data essentials

## Mission Six

A system that unlocks digital transformation



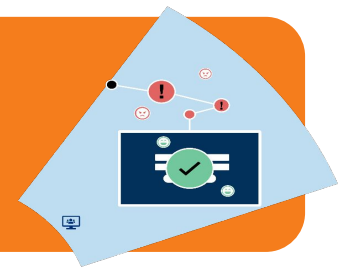
Published the updated Digital Functional Standard and self-assessment framework  
Published the Digital Readiness Check for new government policies or initiatives  
39 of the top 75 services now report having a single service owner in place



# Mission One

Transformed public services that  
achieve the right outcomes

# Mission One Transformed public services that achieve the right outcomes



Millions of people interact with the government every week, for example to register a birth or death, set up a business, or access a benefit they're entitled to, such as Universal Credit. Just as in other parts of life, these interactions are increasingly happening online.

**Mission One aims to make government services 'great' (against a framework created using industry benchmarks) by delivering the best user experience;** the kind of experience people receive when they order groceries or book a train ticket online. More efficient and effective services also provide better value for money for the taxpayer.

Government provides thousands of services. We know we can't transform them all at once, so departments have worked together to identify the top 75 services, based on criteria such as how often a service is used, how critical it is to users and potential impact from transformation.

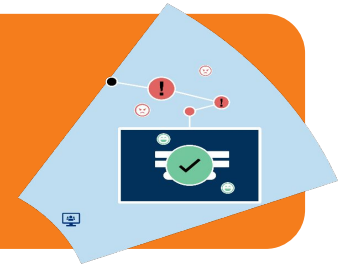


*"For many people, their main interaction with government is through the services they access on GOV.UK. From passports, to tax, to universal credit, it's essential that government services are quick and easy to use.*

*It is exciting to see the work being done by colleagues across departments to improve some of our most important services - work that involves not only doing the basics well, but also exploring how we can use innovative emerging technology to help people access the services and support that they need."*

**Peter Schofield, Permanent Secretary, Department for Work and Pensions**  
Mission One Executive Sponsor

# Mission One Transformed public services that achieve the right outcomes



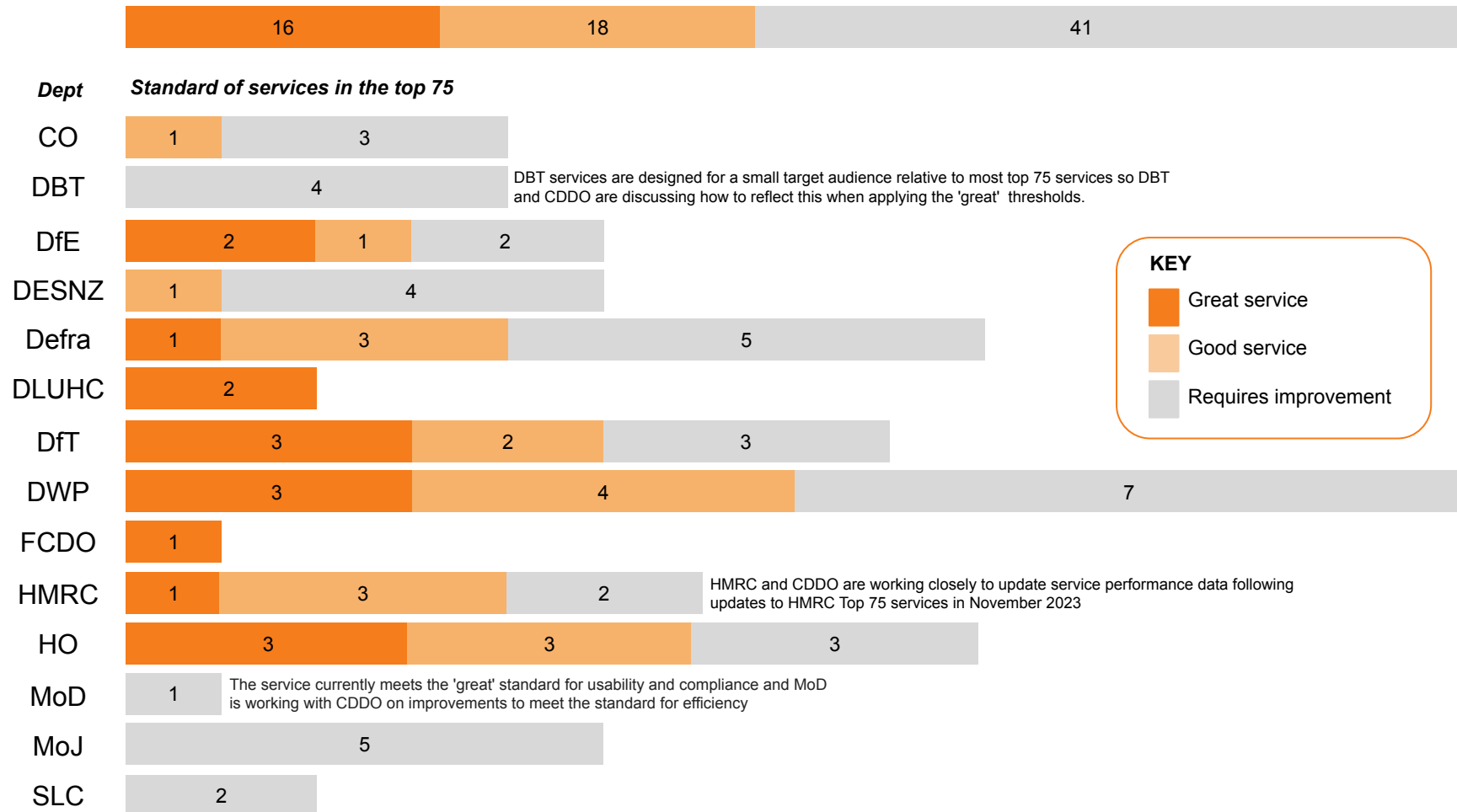
## Commitment 1.

By 2025, at least 50 of the government's top 75 identified services will move to a 'great' standard, against a consistent measure of service performance.

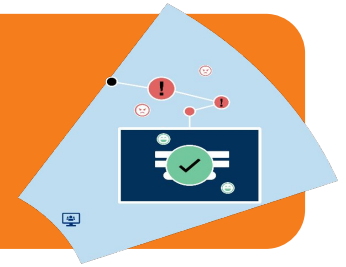
## Key facts and figures

- Departments and CDDO collectively developed the 'great' service performance framework which sets thresholds and definitions for what classes as a 'great' service. The framework was published in September 2023.
- Roadmaps for getting to 'great' have been developed and agreed by a further 20 services.
- Bespoke direct support has been provided to five services, with more work underway.

## 16 of the top 75 services have reached the 'great' standard



# Mission One Transformed public services that achieve the right outcomes



## What makes a service 'great'?

Service experts across government have developed a 'great' service performance framework and assessed all top 75 services against it in order to identify opportunities, blockers and support needed to get at least 50 to reach 'great' standard by 2025.

Metrics in the 'great' framework measure:

- **Usability** - how easily people can use the service to complete their task, particularly focusing on people being able to complete the digital journey.
- **Compliance** - with standards set out in accessibility legislation (Web Content Accessibility Guidelines (WCAG) 2.1).
- **Efficiency** - measures whether a service is running in a cost-effective way to achieve the service's objective.

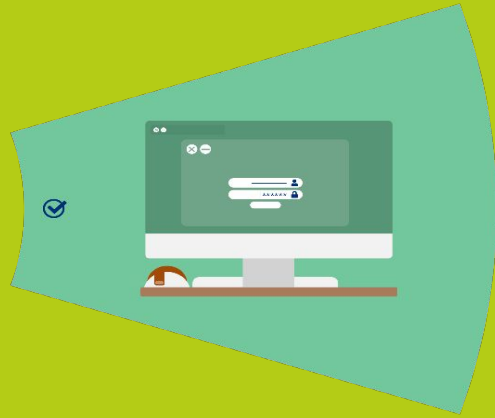


## Transforming services beyond the top 75

The top 75 services aren't the only ones that matter to people's lives and businesses. Teams across government are also working to improve other services not on the top 75 list:

- **Defra** is embedding the 'great' framework into all of its services, developing roadmaps to ensure priority services meet the 'great' standard.
- Teams in **DHSC and the NHS** are running a pathfinder programme to explore how key health services can be assessed against the 'great' framework.
- The **DVSA** has assessed additional services against the 'great' standard, with 'Book your theory test' independently assessed as 'great'.
- **Home Office** teams are delivering services to enable the Illegal Migration Act, improve asylum caseworking, launch Electronic Travel Authorisations and deliver the National Law Enforcement Data Services Programme.





# **Mission Two**

## GOV.UK One Login

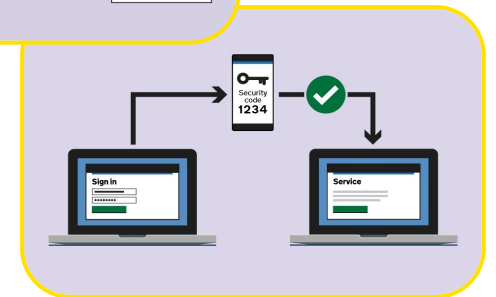
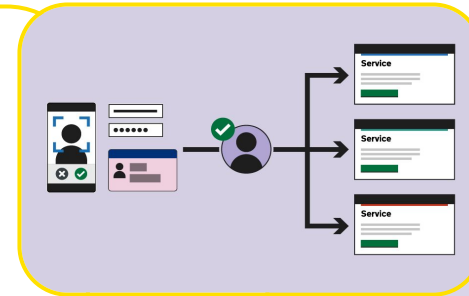
# Mission Two GOV.UK One Login



People rightly expect to be able to access online government services quickly and easily, without having to memorise multiple usernames and passwords.

**One Login is tackling this head-on by introducing a single way for people to create an account and prove their identity just once to access, over time, all central government services.** The system is live, and people can use a passport, driving licence or biometric residence permit to prove their identity using our smartphone app or via a web-based journey.

One of our top priorities is to continue to improve One Login's user experience and to expand the reach of the system to those with low digital skills or who don't have access to traditional identity documents. To this end, we launched a face-to-face identity verification route in summer 2023, allowing users to prove their identity in person at their local branch. Our accessibility-focused approach is also underpinned by a customer support centre.



*"I'm delighted to see the breadth of departments and services engaged with One Login and the millions of people who are accessing services more easily through it so far.*

*The scale of use has grown considerably and I look forward to seeing the rapid increase of services going live over the coming year, making it simpler for people to get what they need from government."*

**Jim Harra, First Permanent Secretary and Chief Executive, HM Revenue and Customs**  
Mission Two Executive Sponsor

# Mission Two GOV.UK One Login



## Commitment 2.

All departments will confirm an adoption strategy and roadmap for One Login by April 2023 and their services will have begun onboarding by 2025.

## Key facts and figures

- 29 services are live and using One Login, which is 20% of the 145 services due to onboard by the end of 2024/25.
- Over 3.3 million people have so far proven their identity through One Login.
- There have been over 4.3 million downloads of the One Login identity checking app.

Dept	Roadmap in place?	Live services	Dept	Roadmap in place?	Live services
CO	Adoption roadmap agreed	1	DWP	Adoption roadmap agreed	
DBT	Adoption roadmap agreed	4	FCDO	Adoption roadmap agreed	
DfE	Adoption roadmap agreed	18	HMCTS	Adoption roadmap under development	
Defra	Adoption roadmap agreed		HMRC	Adoption roadmap agreed	1
DLUHC	Adoption roadmap agreed		HO	Adoption roadmap agreed	2
DfT	Adoption roadmap agreed		MoD	Adoption roadmap agreed	1
DSIT	Adoption roadmap agreed		MoJ	Adoption roadmap agreed	1
DVLA	Adoption roadmap agreed		SLC	Adoption roadmap under review	
DVSA	Adoption roadmap agreed	1			
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Northern Ireland Executive	Adoption roadmap agreed		<i>N.B. The Northern Ireland Executive and the Welsh Government are not in scope for any other commitments in the roadmap. They have chosen to adopt GOV.UK One Login as a seamless and effective way to login and access UK government services, for both reserved and devolved services</i>		
Welsh Government	Adoption roadmap agreed				



## **Mission Three**

Better data to power decision making

# Mission Three Better data to power decision making



**Mission Three focuses on enabling departments to share and use data safely and securely for better public services and decision making.** From exploring the frontiers of AI to calculating benefits entitlements, data is essential to everything government does.

By sharing and reusing the most valuable datasets where it's safe and legal to do so, policymakers and analysts will be able to make better decisions, leading to better outcomes. To do this, government is ensuring the data it holds is high quality and the right culture, standards, systems and processes are in place for it to be shared.

Mission Three is supported by and complements the National Data Strategy, published in 2020. The National Data Strategy outlines how data can drive digital transformation, innovation and growth and sets an ambition to improve the way the public sector collects, uses and shares data.



*“As the UK’s National Statistician, it’s my mission to harness the power of data to help tackle the biggest challenges we face in government and society. Using data safely, securely, ethically and legally, we make better decisions, give better advice and provide better services.”*

*To unlock that value, we need to be able to share and access high quality data easily and safely across government. Mission Three, in tandem with the National Data Strategy, is helping us to do exactly that - and the launch of the Data Marketplace is a major step forward.”*

**Professor Sir Ian Diamond, National Statistician and Chief Executive of the UK Statistics Authority**  
Mission Three Executive Sponsor

# Mission Three Better data to power decision making



## Commitment 3.

Will work to make all 'essential shared' data assets available and in use across government through trusted APIs and platforms such as GDX and IDS.

## Commitment 4.

Agree to co-develop and adopt a single data ownership model for 'essential shared' data assets.

## Commitment 5.

Will have access to a Data Marketplace (including a Data Catalogue, standards and governance models) to rival best practice across public and private sectors.

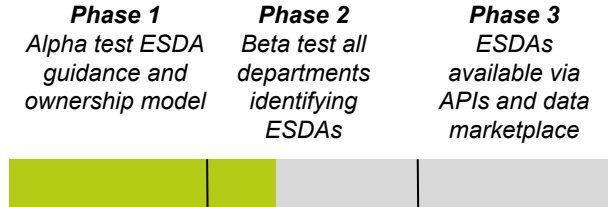
## Commitment 6.

Will ensure that 50% of 'high priority' data quality issues are resolved within the period defined by a cross-government framework.

### Making essential shared data assets available

- Having essential data assets available to share relies on a single data ownership model, which provides a consistent approach to defining and identifying critical data assets from a cross-government perspective.
- The model has been tested and agreed through an alpha pilot with DfE, HO and Defra. Policy and guidance has now been published for wider beta testing with all central government departments.

#### Single ownership model



### Creating the government data marketplace

- Through the data marketplace, users will be able to easily find data available elsewhere in government and promptly contact the data owner to set up a data share, in a much more efficient and effective manner.
- The data marketplace has completed alpha phase and is now undergoing a private beta testing pilot by DfE, HO, Defra, ONS and HMRC.

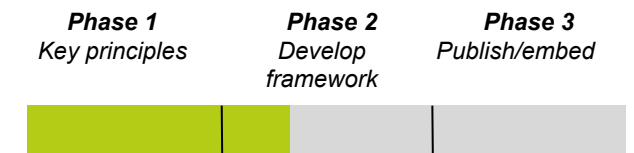
#### Data marketplace delivery



### Improving data quality

- Poor or unknown quality data weakens evidence, undermines trust, and ultimately leads to poorer outcomes. It makes organisations less efficient and impedes effective decision-making. To make better decisions, we need better quality data.
- CDDO and the Government Data Quality Hub have developed an approach for addressing data quality issues which is endorsed by Sir Ian Diamond.

#### Data quality framework



# Mission Three Better data to power decision making



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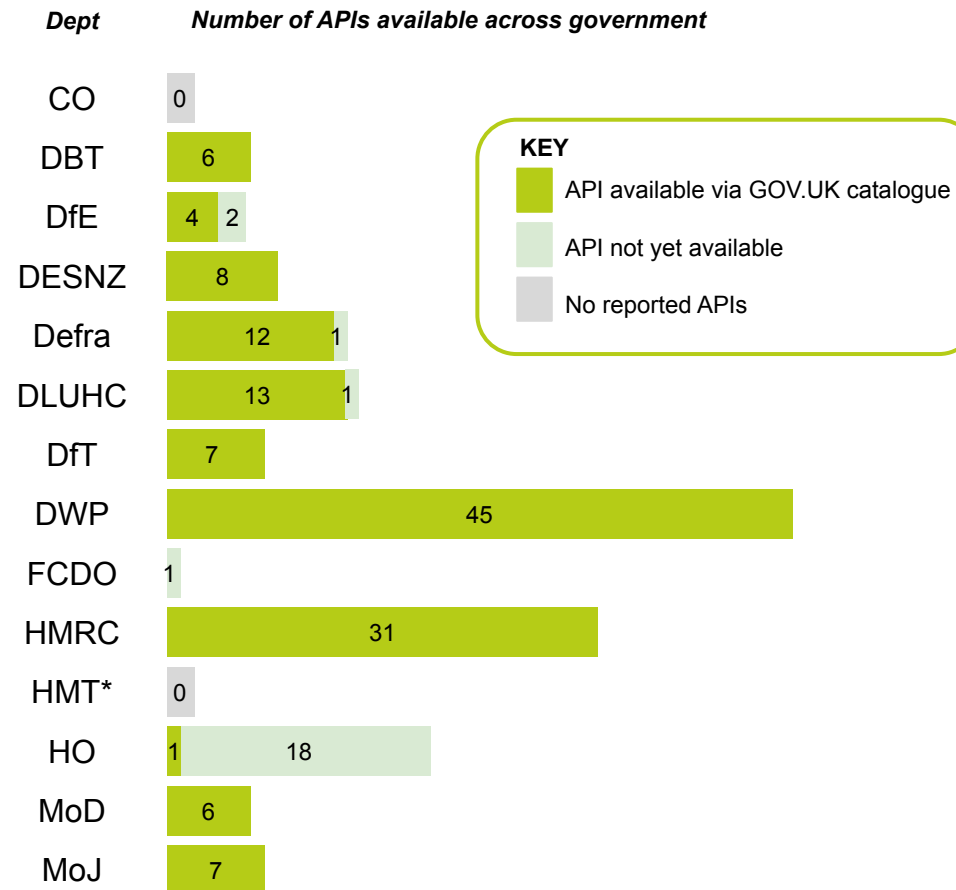
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## APIs and data sharing

- Application Programming Interfaces (APIs), which allow computer programmes to talk to each other and share data, are a key mechanism for accessing data across government.
- CDDO has set up a new data community for APIs to share best practices. We've also updated our API guidance, published on GOV.UK, to provide current best practice for development.



# Mission Three Better data to power decision making



## Case Study: Making local statistics more accessible and usable

- Better data can help improve decision making, but linking national data to where people live and work is often hard. A team at the Office for National Statistics (ONS) is working to make local statistics more accessible and usable for everyone, from data analysts to members of the public.
- They've published the first geography-focused user journey, 'Find facts and figures about areas in the United Kingdom' and are prototyping the 'Explore Subnational Statistics (ESS)' service to help people find facts and figures about their local areas. These new products are designed to help users find, visualise, compare and download statistics for local areas, making it easier to make decisions.



## Building the data community

- Growing a highly skilled and connected data community across government is an essential part of unlocking the power of data at scale.
- DataConnect is a week-long series of events on all things data. The event has run for the last three years and is co-organised by CDDO and the Government Data Quality Hub, which is part of the Office for National Statistics.
- DataConnect 23 ran in September 2023 and had almost 12,000 attendees from more than 200 organisations across government.



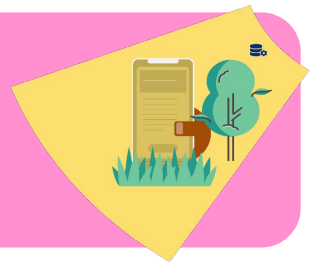




## **Mission Four**

Efficient, secure and  
sustainable technology

# Mission Four Efficient, secure and sustainable technology



Mission Four is about driving three major shifts in the way government builds, buys and uses technology. **First is building a strong foundation for delivery.** We can't solve tomorrow's problems with yesterday's technology, so we've committed to a number of important steps to move away from legacy IT and ensure our systems are more resilient, secure and sustainable.

**Second is to build or buy components once, and use them many times.** Reuse at scale, across departmental boundaries, will help teams to quickly stand up new services, leveraging the best building blocks available.

**Third is working collaboratively to systematically identify and adopt new technologies,** with special emphasis on exploring the potential for AI to improve government services.



*“Reliable and effective technology underpins everything government does. Modernising and securing our technology will provide the platform for innovation. Making our services secure by design will bolster resilience now and in the future.”*

*Collaborative purchasing and cooperative sharing and reuse through a ‘buy once, use many’ approach will improve interoperability and save significant sums of taxpayers’ money. And embracing emerging technology such as AI - safely and responsibly - will mean we’re able to deliver better and faster outcomes for citizens.”*

**Paul Lincoln, Second Permanent Secretary, Ministry of Defence**  
Mission Four Executive Sponsor

# Mission Four Efficient, secure and sustainable technology



## Commitment 7.

All departments agree to promote a 'buy once, use many times' approach to technology, maximising use of common components, services and commercial agreements across government.

## Key facts and figures

- To maximise the impact and value of technology, while minimising cost, complexity and friction, it's essential to buy once and use many times, wherever we can.
- Chief Technology Officers from across departments have come together to endorse this principle.
- We are focusing on four key areas: i) interoperability, to enable civil servants to work together across organisations; ii) common platforms and systems; iii) joined up approaches to buying technology, working with CCS; and iv) assurance processes which review and challenged proposed spend.

## 1. Increasing the interoperability of government systems

- CDDO has worked with Microsoft and the National Cyber Security Centre to create guidance on how to configure Microsoft 365 for a secure and interoperable experience for civil servants, making it easier to check colleagues' availability, securely collaborate, instant message and meet virtually.
- Over 200,000 civil servants work in organisations aligned to the standard, with another 185,000 in the process of aligning. We anticipate this will generate at least £5m non-cashable benefits in the next year.

## 2. Promoting common platforms and solutions

- CDDO, other government functions and departments are working together to promote common approaches. Successes so far include:
- The 'Find a Grant' service for organisations applying for government grants could save up to £270m through efficiencies and fraud prevention. It will make it easier for organisations to find grants and could cut time spent on applications by 72%.
- The 'Cloud First' policy: Government organisations that combine functional capability can get more from the cloud while maintaining value for money and a high standard of delivery. For example, a joint technical and commercial approach to cost optimisation reduced a Home Office portfolio's cloud spend by 40%.

## 3. Joining up approaches to buying technology

- CDDO is working with the Government Commercial Function to increase adoption of common frameworks to procure technology and maximise economies of scale.
- We've signed a cross-government cloud procurement agreement to support greater scaling of cost effective cloud adoption by departments. We are also exploring options for a costed options appraisal for standardised and consolidated provision of computer devices across the Civil Service.

## 4. Providing assurance processes that promote effective spend

- Government spends significant sums of money on technology every year. CDDO, with delegated authority from HM Treasury, operates digital and technology spend controls to help ensure that programmes and solutions meet user needs and provide good value for money.
- CDDO leads a community of assurance experts across government, training them as standards evolve to meet the demands of the business and the challenges presented by technology advancement.

# Mission Four Efficient, secure and sustainable technology



## Commitment 8.

All 'nationally important' systems will be identified and will conform to an agreed Operational Resilience framework, including regular testing and cross-government scenario testing.

**Phase 1**  
*Define operational resilience risk management framework*

**Phase 2**  
*Departments adopt and embed framework*



## Key facts and figures

- Government's important systems must carry on providing services even when things go wrong.
- The operational resilience framework is under development, and will draw on industry best practice, where the UK is acknowledged as a world leader. Phase 1 is due for completion by mid 2024. Phase 2 will be completed by April 2025.
- This work is being aligned with other work to address risk, including the legacy risk management framework, Secure by Design and GovAssure.

## Commitment 9.

All departments will have a plan to migrate services and exit hosting arrangements that are not aligned to the cross-government cloud and technology infrastructure strategy.

**Phase 1**  
*Agree and publish updated cloud policy*

**Phase 2**  
*Department assess strategic alignment*

**Phase 3**  
*Departments create alignment plans*

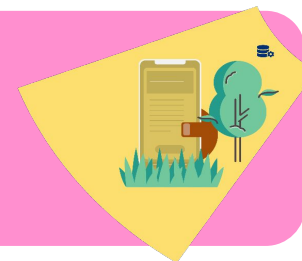


## Key facts and figures

- The Cloud First policy has been revised and published on GOV.UK.
- Adoption of the policy has resulted in an average rate of cloud adoption of 25-30% across departments, comparing favourably with adoption rates in the private sector - with some departments now 100% cloud-based.
- We are working with hyperscalers to develop easy routes to cloud adoption, particularly for those organisations with small technology functions and limited cloud experience.



# Mission Four Efficient, secure and sustainable technology



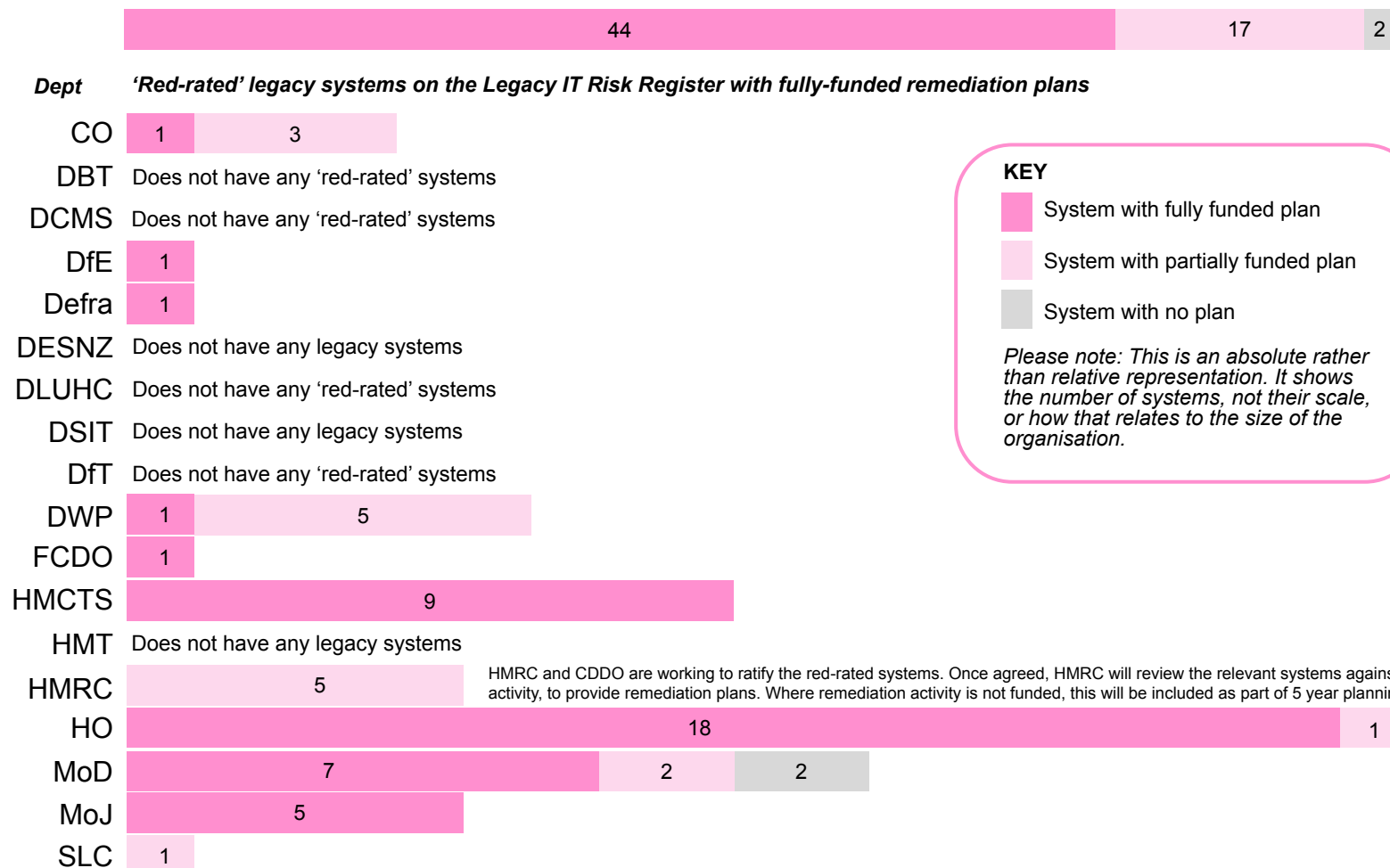
## 44 out of 63 'red-rated' legacy systems have fully funded remediation plans

### Commitment 10.

All 'red-rated' legacy systems identified through an agreed cross-government framework will have an agreed remediation plan in place.

### Key facts and figures

- Departments developed the Legacy IT Risk Assessment Framework to evaluate the criticality of legacy-related risks using established approaches and industry models.
- The framework was published on GOV.UK in September 2023.
- 27 departments have onboarded to the framework and provided self-assessments.
- As departments continue to review their systems, and systems continue to age, it is possible the number of 'red-rated' systems will change in future.



### KEY

- System with fully funded plan
- System with partially funded plan
- System with no plan

*Please note: This is an absolute rather than relative representation. It shows the number of systems, not their scale, or how that relates to the size of the organisation.*

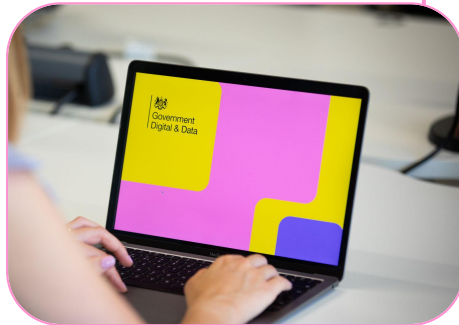
HMRC and CDDO are working to ratify the red-rated systems. Once agreed, HMRC will review the relevant systems against current funded activity, to provide remediation plans. Where remediation activity is not funded, this will be included as part of 5 year planning.

# Mission Four Efficient, secure and sustainable technology



## Commitment 11.

All new services shall comply with the common approach to Secure By Design.



<b>Phase 1</b> <i>Develop and pilot Secure by Design principles</i>	<b>Phase 2</b> <i>Publish guidance on GOV.UK</i>	<b>Phase 3</b> <i>Guidance adopted by depts for all new services</i>
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## Key facts and figures

- The Secure by Design approach was developed by a cross-government working group in collaboration with the Government Security Group, National Cyber Security Centre and industry experts.
- Some organisations, like MoD, Defra, DWP and ONS have been using local versions of Secure by Design. CDDO worked with them to develop a cross-government approach which was piloted by organisations including the Cabinet Office, Defra, DWP, GDS, Home Office and MoJ.
- Secure by Design was launched by the Deputy Prime Minister in December 2023.

## Commitment 12.

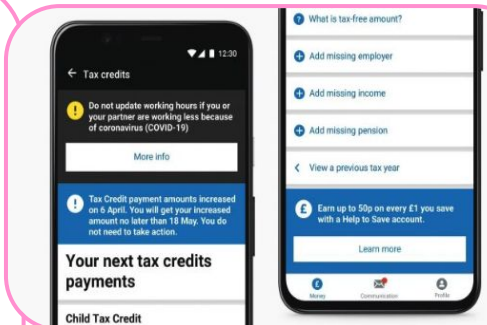
CDDO, GDS, and departments will provide a joined up mobile experience of government services, by agreeing a common mobile app strategy, framework and technical standards, and tracking the availability and rating of mobile services.

<b>Phase 1</b> <i>Pre-launch: develop, define, agree framework and standards</i>	<b>Phase 2</b> <i>Adopt framework; improve apps, tracking availability and rating</i>
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## Key facts and figures

- Government apps are already in use, for example those offered by HMRC and the NHS.
- CDDO, GDS and departments are working to agree a common mobile app strategy that will deliver concrete outcomes across government.



# Mission Four Efficient, secure and sustainable technology



## Commitment 13.

Government will systematically track opportunities arising from emerging technologies, with a special focus on enabling departments to make confident and responsible use of Artificial Intelligence to improve efficiency and services.

**Phase 1**  
*Develop strategic approach*

**Phase 2**  
*Support departmental adoption*



## Key facts and figures

- Safe and responsible adoption of AI offers significant opportunity to improve government productivity and services. AI is already being used across the public sector, for example in healthcare and in the emergency services.
- The AI Safety Summit in November 2023 brought together governments, companies, civil society and experts to consider the risks of AI and how they can be managed.
- Also in November, the Deputy Prime Minister announced the launch of the new 'Incubator for AI' (i.AI) to help harness the potential of AI.
- CDDO is working with i.AI, DSIT and other departments to set the government's AI strategy and adoption plan, develop common guidance and standards, such as the recently published Generative AI Framework, and build AI skills at scale.

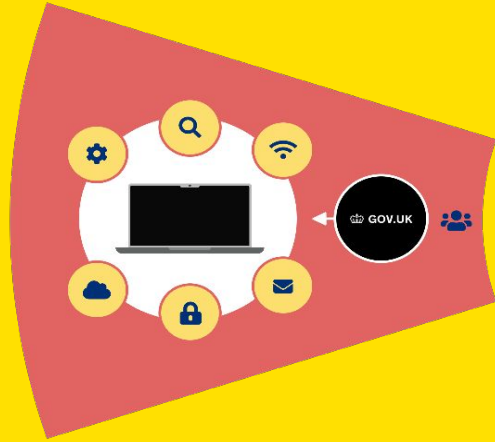
## Commitment 14.

All departments will increase sustainability throughout the lifecycle of their technology and services, and government will define and publish a sustainability index for each department.

## Key facts and figures

- Defra leads the Sustainable Technology Advice and Reporting (STAR) group, comprised of 80 digital sustainability experts from government departments, agencies, academia, charities and the technology sector.
- The STAR group coordinates data reporting from each department on sustainability, and also shares advice and best practice.
- The STAR group will publish a sustainability index for each department later this year.



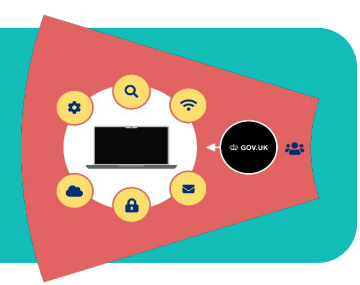


# **Mission Five**

## **Digital skills at scale**



# Mission Five Digital skills at scale



**The aim of Mission Five is to build digital and data skills at scale.** We want to ensure that the Civil Service has the digital and data skills needed both for today's and tomorrow's challenges. We're also committed to reducing government's reliance on contingent labour, reducing costs and growing capability for the long-term.

We're doing this by improving government's ability to attract and retain world-class talent, increasing collaboration rather than competition between departments, growing the skills of technologists and upskilling senior leaders on digital and data essentials.

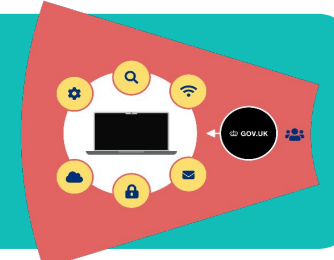


*"I'm very pleased to see the progress being made against Mission Five. From the upskilling of our Senior Civil Servants in Digital and Data essentials and the focus for all Government Digital and Data professionals to undertake related Professional training, to the continued focus on growing early career digital and data talent, we are building capabilities for the Digital future across the Civil Service.*

*I've also really enjoyed seeing Home Office colleagues taking part in digital and data learning, like the 'One Big Thing' initiative last Autumn for all civil servants to do a day's data training."*

**Sir Matthew Rycroft, Permanent Secretary at the Home Office**  
Mission Five Executive Sponsor

# Mission Five Digital skills at scale



## Commitment 15.

Departments will strengthen their offer to existing and prospective talent by aligning role definitions to the Government Digital and Data capability framework, aligning to the Government Digital and Data Pay Framework as appropriate.



37 organisations have submitted Pay Framework business cases, representing 77% of the total digital and data workforce across government

## Key facts and figures

- The Government Digital and Data Pay framework enables departments to pay more competitive market rates in order to attract specialist digital and data skills.
- All major departments have submitted business cases to adopt the Government Digital and Data Pay Framework. A business case to revalorise the Pay Framework has also been submitted to ensure government stays up to date with industry standards.
- The Government Digital and Data capability framework sets out what different digital and data roles do in government, the skills needed at each role level, and provides a clear framework for professionals, line managers and hiring managers to have a common understanding of roles.

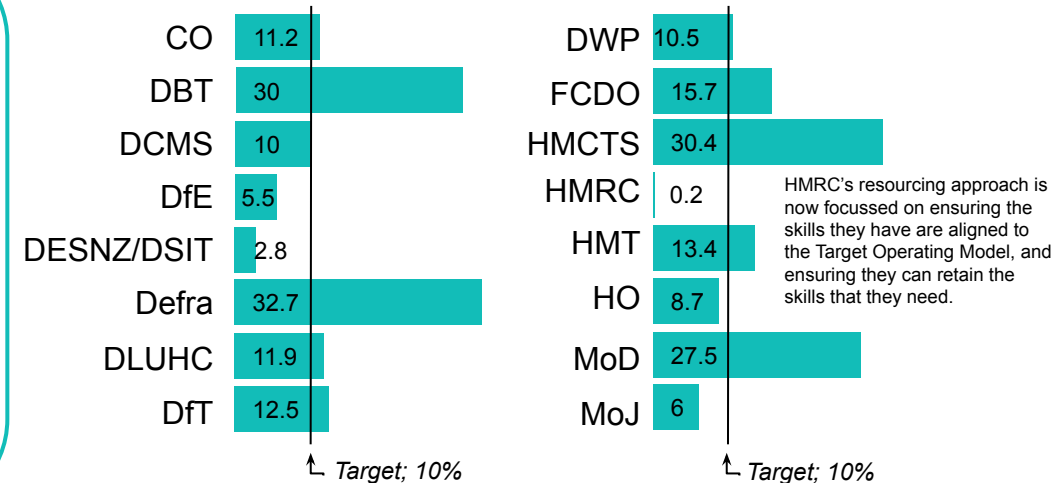
## Commitment 16.

All departments will set an objective to reduce their digital and data vacancies to under 10% of total Government Digital and Data headcount and embed a government wide recruitment standard which reduces average time to hire to 30 days.

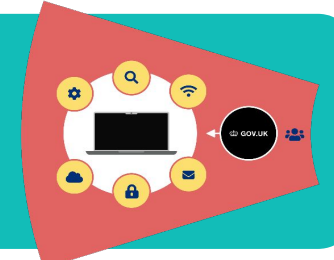
## Key facts and figures

- All departments have made a commitment to reduce vacancies and reduce time to hire.
- CDDO and departments are working to develop a new recruitment front door as well as a compelling employee value proposition.
- The new Government Digital and Data brand launched in November, bringing together the growing number of digital and data professionals working in government.
- Where departments are working to reduce reliance on contingent labour, this can increase vacancy rate; however this will result in a more capable Civil Service and reduce costs over the long term.

Digital and Data vacancy rates (%)



# Mission Five Digital skills at scale



## Commitment 17.

At least 2,500 new entrants to the HMG Government Digital and Data profession will be introduced via apprenticeships and early career talent programmes.

24%

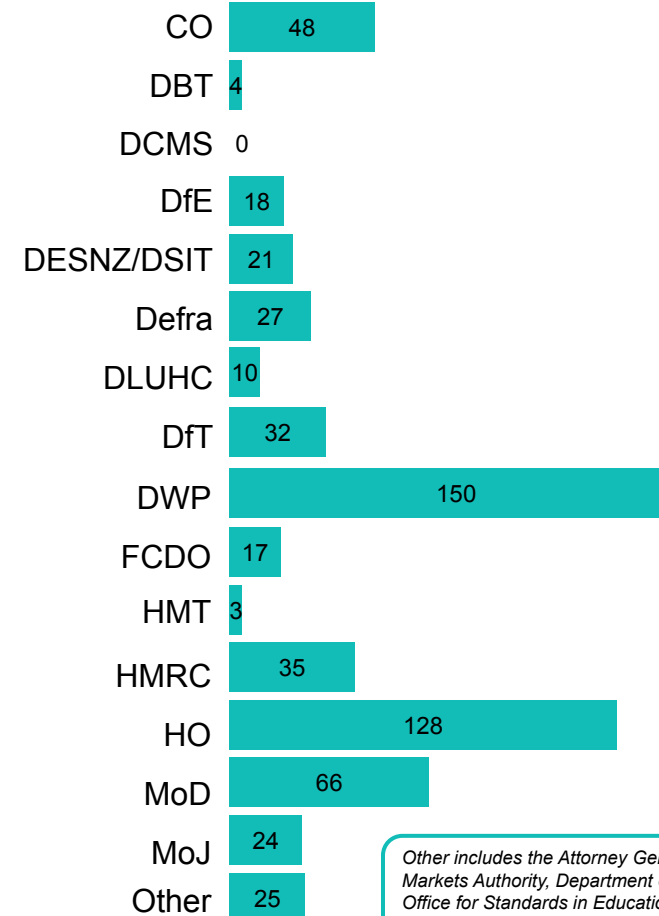
608 new entrants since July 2022

## Key facts and figures

- In September 2023, CDDO launched a new digital apprenticeship programme, which will support the recruitment of 2,500 early career entrants into digital roles across government.
- This will provide the opportunity for both civil servants and new entrants to be recruited into the most in demand digital and data roles, such as cyber security experts and software developers.
- The Digital, Data, Technology and Cyber Fast Stream programme had 75 entrants in 2023, the largest cohort in the scheme's history.

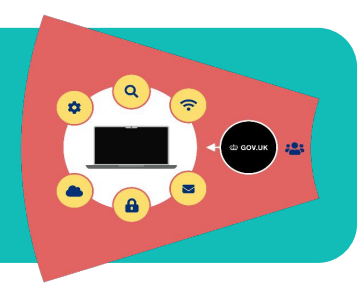


## New entrants via apprenticeships and early career talent programmes



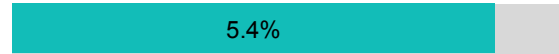
*Other includes the Attorney General's Office, Charity Commission, Competition and Markets Authority, Department of Health and Social Care and National Crime Agency, Office for Standards in Education, Children's Services and Skills, Office of Qualifications and Examinations Regulation and the UK Statistics Authority*

# Mission Five Digital skills at scale



## Commitment 18.

At least 6% of the overall workforce of the Civil Service will be members of the Government Digital and Data profession.



5.4%

Members of the Government Digital and Data profession as a % of the overall Civil Service workforce

## Key facts and figures

- The size of the Government Digital and Data profession has grown to 5.4% of total Civil Service headcount. We've seen sustained growth since the publication of the roadmap, when the profession was at 4%, and are on track to meet our 6% target by 2025.
- This is a cross-government target rather than one that applies to each organisation individually. This is because of the different roles, responsibilities and specialisms of different departments.

## Commitment 19.

Over 90% of senior civil servants will be upskilled on digital and data essentials, with learning embedded into performance and development standards.



9.5%

% of senior civil servants upskilled on digital and data essentials

## Key facts and figures

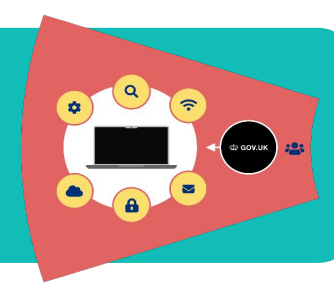
- CDDO has created and piloted the Digital Excellence Programme with the Government Skills and Curriculum Programme and external partners. To date, approximately 700 senior civil servants (or 9.5% of all SCS) have enrolled on the Digital Excellence Programme.
- In addition, nearly 10,000 people including SCS have taken the ONS Data Masterclass and 100 SCS have taken the CDDO Innovation Masterclass.



## Case study: Senior civil servant upskilling at the Department of Culture, Media and Sport (DCMS)

DCMS launched their DDaT SCS Essentials Programme in June 2023. Since then around 25% of SCS from across the department have taken part in the programme, and early monitoring is finding that it increases confidence and subject knowledge.

# Mission Five Digital skills at scale



## Commitment 20.

Over 90% of Government Digital and Data professionals will undertake digital, data and technology related training at least once a year and will record their skills.

## Key facts and figures

- CDDO is working with Government People Group to put a tracking mechanism in place to ensure digital and data professional across government are taking part in relevant training on a yearly basis.
- New AI-related training has been made available on Civil Service Learning to ensure digital and data professionals can upskill themselves on this topic.



## Commitment 21.

All departments will have a roadmap and committed date for reflecting the diversity of the UK population across their Government Digital and Data workforce.

## Key facts and figures

- The following departments have roadmaps in place: DCMS, DBT, Defra, DLUHC, DWP, HMT, MoD, and HO.
- The following departments have roadmaps in development: DfT and MoJ, with MoJ's forming part of a broader strategy and workforce plan.
- Current Government Digital and Data profession statistics:
  - 57% male, 31% female and 12% did not specify.
  - 59% white, 20% ethnic minority background and 21% prefer not to say.
  - 9% reported having a disability, 74% reported not having a disability and 17% prefer not to say.





## **Mission Six**

A system that unlocks digital transformation

# Mission Six A system that unlocks digital transformation



**Mission Six's ambition is to build a government fit for the digital age by modernising outdated structures and processes.**

This includes embedding agile and product-centric ways of working across government, making sure policy and legislation is fit for digital delivery and ensuring teams have the flexibility to quickly adopt new solutions. It also means shifting established ideas about risk, value and the way digital projects are funded and delivered.

Systematic changes on this scale require broad buy-in and co-ownership across government to drive sustainable and long-lasting change.



*“To provide world-class services for citizens and ensure we are spending every penny of taxpayers’ money as efficiently as possible, we need to build a government that works for the twenty-first century.*

*For this, we need to deliver systemic change to structures and processes, like the way we fund and deliver projects. I’m committed to unlocking digital transformation and working with colleagues across government and beyond to put long-term foundations in place for success.”*

**Conrad Smewing, Director General Public Spending, HM Treasury**  
Mission Six Executive Sponsor

# Mission Six A system that unlocks digital transformation



## Commitment 22.

CDDO and HMT will work together to develop and trial new approaches to financial processes, business case and impact tracking challenges, and pilot with four departments ahead of any potential wider rollout

Phase 1	Phase 2	Phase 3	Phase 4
<i>Proposals developed</i>	<i>Agree pilots</i>	<i>Run pilots</i>	<i>Potential rollout</i>



## Key facts and figures

- CDDO has worked with departments, other government functions and industry experts to develop a new funding model based on robust performance management, with funding tied directly to Objectives and Key Results (OKRs).
- CDDO is now working with HMT to identify pilot products in departments where this approach can be trialled and tested.

## Commitment 23.

All departments will, as a minimum, meet the definition of “good” for product-centric organisational structures and agile ways of working when self-assessed against the new Digital Functional Standard.

Phase 1	Phase 2	Phase 3	Phase 4
<i>Publish Functional Standard</i>	<i>Publish Assessment Framework</i>	<i>Depts self-assess</i>	<i>All depts at 'good' or better</i>



## Key facts and figures

- The updated Digital Functional Standard was published in March 2023. CDDO then worked with departments to develop an accompanying assessment framework. 11 departments were involved in the pilot.
- The Assessment Framework was published in November 2023. It is an ambitious, clear and simple framework for organisations, helping them to gauge the maturity of their digital function and pinpoint areas of development to deliver digital transformation.
- Departments are currently completing self-assessments. CDDO will receive data from departments against the mandatory criteria for product-centric organisational structures and agile ways of working.





# Mission Six A system that unlocks digital transformation



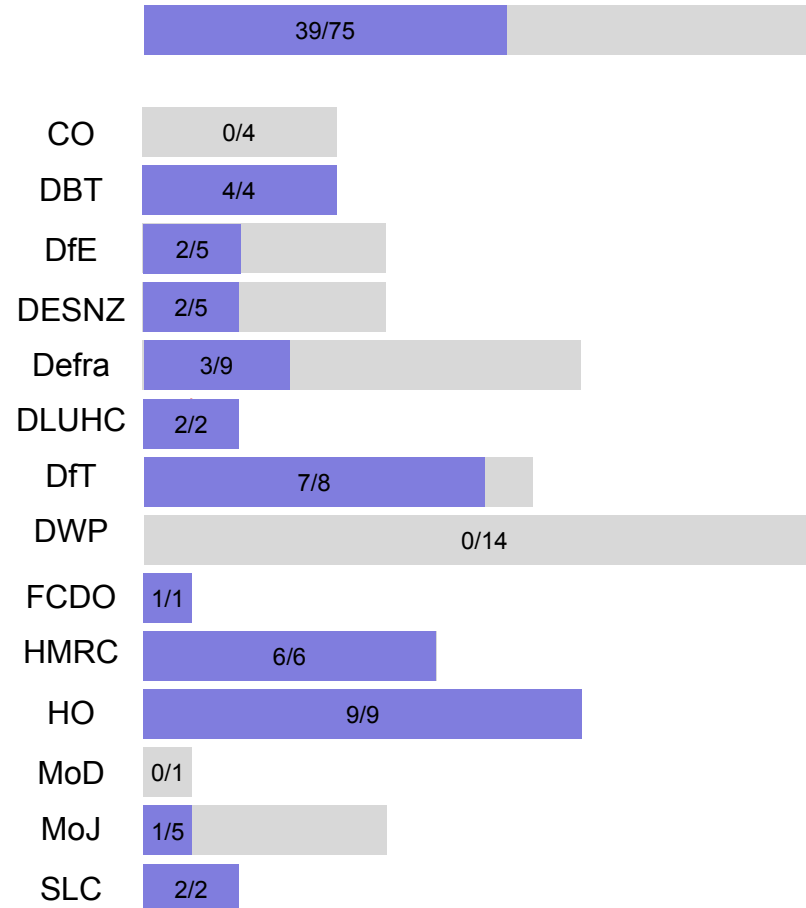
## Commitment 24.

For priority government services, the government will embed digital approaches and cross-functional teams into policy design and delivery.

## Key facts and figures'

- The 'single service owner' model provides visibility and accountability for end-to-end delivery, including cost and performance across digital, operations and policy elements of the service. CDDO has been working with departments to define the role based on industry practice.
- 39 of the Top 75 services have a single service owner in line with the new description. CDDO is working with the remaining services to identify single service owners by June 2024.

Top 75 services self-declaring a single service owner



## Embedding cross-functional teams into policy design and delivery'

- This will be assessed via the Digital Functional Standard self-assessment framework (see commitment 23).
- In addition, in January 2024 CDDO published a Digital Readiness Check to support policy teams in taking a multi-functional approach.
- CDDO worked with colleagues in departments to identify a set of questions that should be used to ensure policy is digital-ready from the outset. CDDO will now work to support the use of these key questions.



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**Notes**

# Annex: Notes on data, scope and departments

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1. Data for this report has been drawn from several sources including CDDO's quarterly digital and data performance commission (November 2023), digital and data workforce commission (November 2023) and a commission to departments on legacy IT systems (November 2022 - June 2023, with departments providing more recent data in specific instances).
2. Data sources have also been enhanced with specific, ad hoc updates from departments on certain data points.
3. Mission Two (GOV.UK One Login) data reports the position as at 31 December 2023.
4. The Transforming for a Digital Future roadmap applies to all central government departments. Because of the varied focus of each commitment and mission, however, the list of organisations varies. To note:
  - a. Mission One (Transformed public services that achieve the right outcomes) only reports against organisations with a service in the Top 75
  - b. The organisations listed under Mission Two reflect the current focus of the GOV.UK One Login programme, which is different to the scope of the Top 75 services (Mission One). It also encompasses services provided by the Northern Ireland Executive and Welsh Government, which are not within the scope of the rest of the roadmap commitments. Further departments and services may be added to GOV.UK One Login as the system develops.
  - c. Mission Four (Efficient, secure and sustainable technology) commitment 10 includes data on legacy IT systems for HMCTS because HMCTS has been a leading organisation in cross-government work on legacy remediation.
  - d. For workforce data in Mission Five (Digital skills at scale), data for Arm's-Length Bodies and agencies has been combined with their home department.
  - e. Due to the machinery of government changes in 2023, data for DSIT and DESNZ is still gathered and reported collectively for Missions Four and Five.
5. The Central Digital and Data Office (CDDO) is part of the Cabinet Office and leads the Government Digital and Data function. Read the Transforming for a Digital Future roadmap at <https://www.gov.uk/government/publications/roadmap-for-digital-and-data-2022-to-2025/transforming-for-a-digital-future-2022-to-2025-roadmap-for-digital-and-data>