



Re-invigorate operational agility

Upgrade your technology delivery models

KPMG Smart Government
Catalyse digital progress

Executive Summary



There's a growing need to increase speed to mission delivery

Mission delivery is the top priority for most central, and local government organisations in the UK, whether the department is serving one of the more than 67 million people, employees, or other constituents.

To increase speed to mission delivery, national, and local governments are combining separate business and technology strategies into a single delivery strategy.

Technology underpins this strategy. Technology departments have new opportunities to enable connected governments that can power faster mission delivery.

Why now?

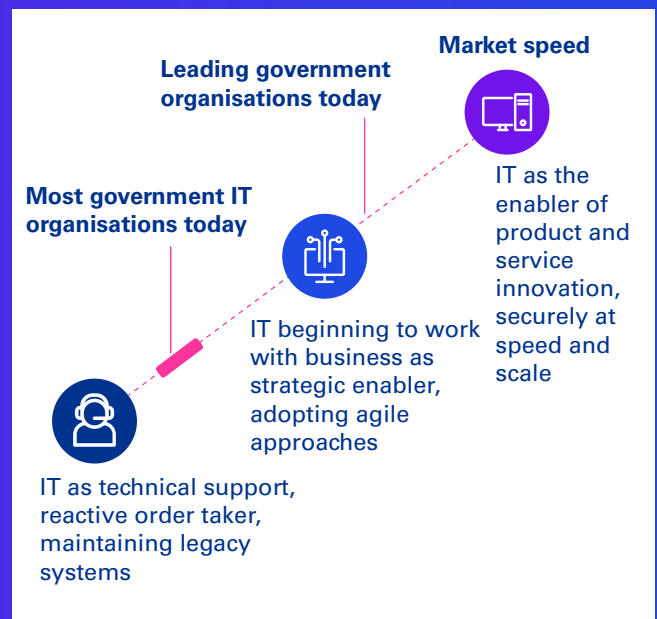
- Commercial experiences are quicker
- Ways of working have changed
- Technology and data environments are more complex
- Cyber threats intensify daily
- Regulations require significant operational changes

The goal for governments is to reach market speed

Just like commercial organisations

Market speed definition: Mission delivery at market speed means government technology organisations can deliver at any pace or scale the market, citizens, and constituents require. To achieve market speed, government technology organisations should transform how they deliver products and services and how they deliver technology within the organisation.

To run at market speed, government organisations should reimagine the role of technology and how they apply it. Technology operations have evolved:

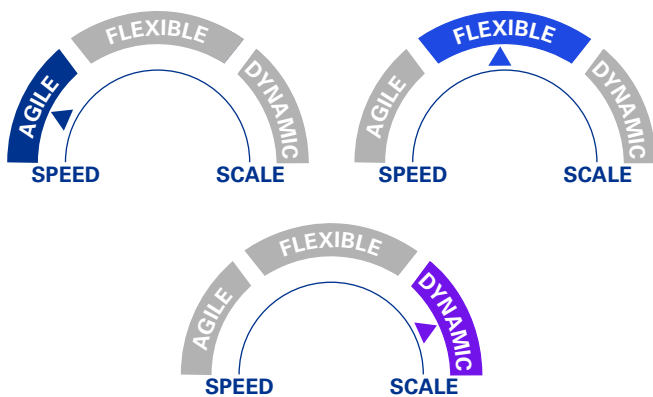


¹ Population estimates for the UK, England, Wales, Scotland and Northern Ireland: mid-2021, ONS, 21 December 2022

Narrowing the digital divide

Organisations that operate at market speed are better equipped to narrow the digital divide by creating more agile, flexible, and dynamic technology functions that can keep pace with citizen demands.

The organisation's mission should drive their market speed operating model. The entire operating model — everything from how people are organised and governed, to the supporting connected technology architecture — should be designed around the organisation's value streams, which have their unique speeds, attributes, and characteristics.



When a government tech function transforms, reaching market speed, they will likely achieve a critical part of the organisation's overall digital transformation. We recommend tech organisations evolve these areas to achieve market speed and be ready for the future:

01

Create an adaptive IT workforce. Adaptive IT workforce is a method to develop a technology workforce that matches evolving technology skills with organisation and mission needs — today and in the future.

02

Modernise delivery. Develop and deploy technology at market speed using product management, scaled and agile human-centric design, scrum, as well as development, security, and operations — or DevSecOps.

03

Modernise data architecture. Government organisations with cloud-based, modern data architecture can keep data at the heart of operations and their transformation.

04

Build constituent trust. Technology organisations that put trust at the center of the IT operating model have greater influence over product and service quality throughout the lifecycle.

05

Link spending with value. Tech organisations fund the most critical things when they link spending with the value each dollar invested provides.

Keeping pace with innovation

The modern government organisation knows that change is a constant. Innovation is happening everywhere, and technologies continue to advance. It's important to be agile, creating an always-on strategy that constantly seeks to do better. Keep asking the right questions:

- ➔ How can our operating model be more flexible and scalable?
- ➔ How scalable and flexible do we need to be?
- ➔ Where will our skills shortages, ways of working, and cultural issues likely impact us most?
- ➔ How do we accelerate delivery and innovation?
- ➔ Where are the silos and barriers that limit our ability to collaborate and move quickly? How do we reduce them?
- ➔ How can we quickly make our most valuable data available and reusable?
- ➔ How can we link spending to value, so we fund good ideas first?
- ➔ How can we instil technical trust into all of our delivery models?

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