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A partnership that delivered the Whitehall Knowledge Network

Bernard Baker, Programme Manager, Secure Operations, Cable and Wireless

“This new information technology is only the pipeline and storage system for knowledge exchange. It does not create knowledge and cannot guarantee or even promote knowledge generation or sharing in a corporate culture that doesn’t favour these activities”

Davenport and Prucsack 1998

Whitehall Knowledge Network

- World first in any government from October 2000
- Hub-and-spoke system available to 55,000 people
- Lotus/Browser Applications over the GSI
- Collaboration and sharing information online
 - Briefings*
 - Facts and figures*
 - Policies*
 - Communities of interest*
 - Pinpointing skills, expertise and experience
- It is here to make their working life easier

Whitehall Knowledge Network Team Overview

- Cable & Wireless
 - GSI Infrastructure and Managed Hosting Services*
 - Programme Management*
- Office of the e-Envoy
 - Applications & Direction*
- IBM/ Lotus Professional Services
 - Hardware, Software and Services*

How we delivered the Whitehall Knowledge Network

- Clear definition of roles and responsibilities

Commitment

Leadership and decision making

Accountability

- Robust communications strategy

Knowledgeable Client

- Strong project disciplines

Developing System

- Partnership with customer

Critique not criticism

Trust and support

“What terrific din there would be if the customer made as much noise when things go right as they do when things go wrong.”

[Kathleen Bromley]

Lessons Learned

- How we delivered

Clear specification of requirements – Business & System Requirements

Line up procurement, logistics and resources early

Involve security early as a business enabler

- How we operate

Keep the customer updated and work closely with them

Capacity planning, strict documentation and change control

Flexibility

- Conclusions

Listen! Then be fast, factual and flexible (within the contract limitations)

Suppliers need to be ready to step up

Partnerships work when they are fuelled by team work

Readiness for change:

“Our attitude to change is to walk backwards into the future whilst looking longingly at the past”

[Technological Change, Radio 4]