Isle of Wight Council

Information and Communications Technology Strategy

2000 - 2005

(Approved by the Executive of the Isle of Wight Council on the 30th May, 2001)

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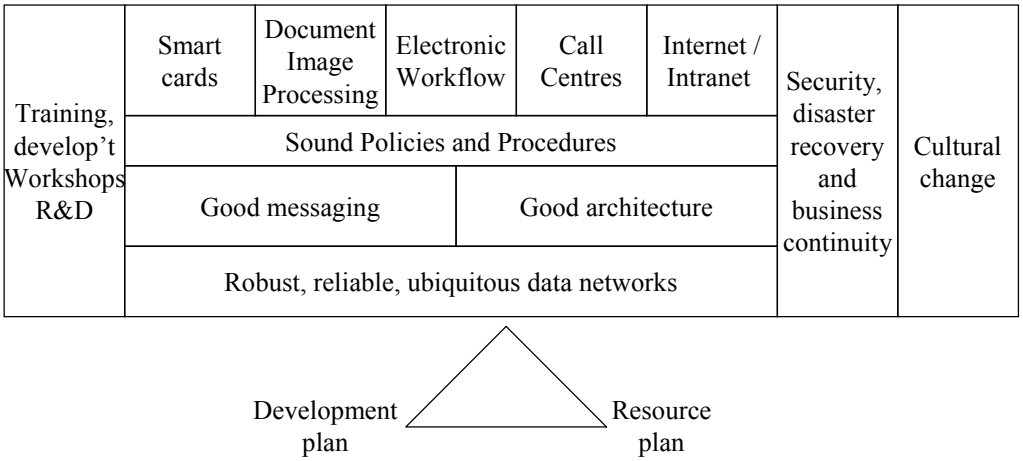
Contents

1 Executive Summary

This paper describes a proposed Information and Technology Communications (ICT) Strategy for the Isle of Wight Council for the period 2000 – 2005.

It proposes as a vision that the Council transforms itself into a 'digital authority' by 2005 in order to improve the efficiency and effectiveness with which it does business and to enable it to carry out all of its business with the public electronically by the same date if the public so wish.

The paper describes a six stranded model for thinking about the ICT agenda and proposes a range of work within each of these strands which will move the Council forward towards the overall vision of a digital authority. The suggested range of work is extensive and but the key priorities are summarised as:



In addition, the strategy introduces the concept of organisational transformations as a way of challenging the 'way we do business round here' and places this concept and that of using ICT to underpin the delivery of business objectives, rather than as an objective in its own right, at the heart of all the proposals.

Significant business benefits are anticipated from the strategy but neither these nor the costs of the strategy have yet been quantified. The strategy is however likely to cost in the region of £1m - £2m a year for each of the next five years. Proper costings and a resource and benefits plan will need to be developed once the principles of the strategy have been agreed.

The strategy concludes by recommending a formal project management structure to oversee its implementation and notes the need for comprehensive consultation before the strategy is formally adopted.

David Price
Head of ICT

2 Background to the Strategy

2.1 A Big Agenda

This strategy emerged from work carried out in late 1999 and early 2000 by the ICT department and through consultation with Directorates and services via the Council's Information Strategy Steering Group. It became clear at an early stage that the biggest problem was where to start.

The diagram below shows eight different focal areas which need to be considered and there is sufficient work within each area to keep the organisation engaged for the next five years.

External Access	Internet cafes	Libraries on line	Public access points	TV 'PCs'	School ICT centres		
Deliverables	Electronic voting / reforenda	E-commerce	Call centres	One stop shops	Video conferencing	Electronic data interchange	
Sharing	Schools Intranet	Town / parish councils	Members	Remote workers	Transaction based web site	Fully specified Intranet	Links with strategic partners
Aspirations	Virtual teams	All Communic'n electronic	All paper processes electronic	Data captured once only	Key metrics on line		
Enablers	E-mail / E-diaries	E-forms	Internet access	Data warehousing	EIS systems	Electronic workflow	Geographical Information Systems
Applications	General Ledger	Personnel & Payroll	Cash Receipts	Revenues and Benefits	Social Services	Debtors & Creditors	Other systems
Platforms	Desktop	Wide area networks	Local area networks	Application servers	Other technologies	Training	
Rulebook	Procurement rules	Acceptable use policies	ICT Architecture	Security To BS:7799	Business Continuity	Agenda 21	Euro

To provide a sense of direction to the strategy, a variety of possible focal points were considered including the following:

- to promote organisational change
- to improve efficiency and drive down costs
- to support the modernising government agenda
- to promote ICT literacy and the use of ICT on the island
- to use ICT to promote economic development

None of these seemed to hit quite the right note of balancing internal improvements in service delivery with the need for joined up government, the modernising government agenda and the potential benefits offered by current and emerging technologies.

2.2 An Emerging Direction

After considerable thought and analysis, a possible winner began to emerge centred on the central government proposal that, by 2008 (recently brought forward to 2005), the public should be able to carry out all business with Government by electronic means if they so choose.

This target was originally intended for central government departments but was felt to be important to the Council for a number of reasons:

- central government relies heavily on local government to achieve its objectives (and vice versa) and it is self evidently only a matter of time before the target is cascaded down to local government level as well.

- the target is about enabling the public to deal with government when and how they wish and this implies the development of electronically accessible, self-help local government services.

- this in turn implies the development of 24 x 7 (twenty four hours a day, seven days a week) local government.

The question then is how might the organisation achieve this target.

In fact it quickly becomes clear that to provide electronic services to the public, an organisation needs to put in place extremely slick, efficient and effective internal processes and these require the extensive automation of information systems and business processes and the development of new ways of thinking and operating.

In short, an organisation needs to go digital.

This concept provides an overall framework which embraces virtually all of the issues identified above and is the central proposal of this strategy – that the Isle of Wight Council becomes a digital authority by 2005 in order to enable the public to carry out all business with it by electronic means if they so choose.

3 The Strategy

3.1 The Vision

It is proposed that the Council adopts the following as its ICT vision:

- to become a 'digital authority' by the end of 2005

3.2 Key Characteristics

The specific technologies and working practices of a 'digital authority' are not yet clear and will have to be developed and addressed as the organisation works towards its overall vision. The basic characteristics of a digital authority are however clear:

Less Paper

- physical paper flows are eliminated as far as possible
- e-mail is the norm, from the Chief Executive up
- anything the public needs to do involving a form can be done electronically
- all internal administrative processes are done electronically
- all Council documents are published electronically

Better Information

- data is captured once only and made available to all (except where confidentiality is an issue)
- duplication of data capture is ruthlessly eliminated
- the re-entering of data held in electronic format elsewhere is ruthlessly eliminated
- people can easily identify what information the organisation already has about people, properties and projects
- emphasis is on analysis and interpretation of information rather than gathering of data
- people are given the right tools to enable them to do this
- people are rewarded for sharing high quality information
- standard information is available for everyone to use
- all key performance indicators are available on line
- staff have direct access to financial and personnel information
- Members are aware of what's happening in their patch

Better Services

- routine services are automated where possible
- routine services for the public, and for staff, are available twenty four hours a day, seven days a week
- responses to electronic queries are same day or better
- services are tailored for individual members of the public because of integrated knowledge systems
- paper bottlenecks are eliminated
- staff resources are freed up for dealing with difficult / high value issues
- cycle times are reduced

Virtual Working

- staff have the tools and skills to work collaboratively entirely by electronic means
- turnaround times significantly reduced because of electronic working
- staff and Members can access information and systems from anywhere and see a standard environment
- staff are able to electronically share knowledge and to build on each others ideas in real time

3.3 Anticipated Benefits

There are many potential benefits to be realised from the proposed digital authority:

Less Paper
- reduced printing / paper handling costs
- reduced response / turn around times
- digitising and electronic storing of documents means things don't get lost
- reduction in time spent looking for paper records
- information from diverse sources can be readily assimilated

Better Information
- cost savings from elimination of duplicate data capture
- cost savings by not having to reconcile different data sources
- cost savings from not re-keying data already held in electronic format
- better decision making by more informed staff

Better Services
- public able to carry out routine processes when they want
- public able to 'progress chase' automatically
- faster turn around times
- standardised processes will lead to less room for ambiguity
- better informed staff at all times
- better public image / relations

Virtual Working
- faster turnaround times on collaborative documents
- wider consultation becomes possible
- cost savings from reduced travel time
- wider consultation / involvement should result in more innovation
- improved staff morale from consultation / involvement
- staff able to work when and where they like
- accommodation cost savings from introduction of 'hot desking'

3.4 A Caveat

This strategy proposes that the Council focuses its ICT investments on moving the organisation towards becoming a digital authority by the end of 2005 with the rationale that this will improve service delivery in the short term and enable the organisation to provide the majority of its services to the public by electronic means at the end of that period if the public so wish.

As noted already, this is just one of many possible points of focus which could have been adopted and readers should bear this in mind in evaluating the merits of the strategy.

In particular, the assumption that this approach will bring greater overall benefits to the Council, the public and the island as a whole than, say, investing in an island wide broadband infrastructure or in ensuring that all islanders have access to the Internet, is one which requires proper consideration and evaluation before being accepted at face value.

It should be noted that the strategy would not preclude tactical investment in such areas should the opportunity or need arise. Its focus would however mean that these will not be primary areas for consideration over the next five years.

4 A Strategic Framework

4.1 A Basic Model

Delivering a digital organisation within the proposed timescales will require a significant amount of work across a wide range of areas and the model shown below is offered as a useful means of thinking about and structuring the variety of projects which will need to be carried out.

The model proposes a six-strand approach to developing and implementing the ICT strategy and although the contents of each strand below are indicative of the types of content rather than firm proposals at this stage, it should be clear that each strand represents different types of activity which will need to be carried out.

Strand 1 The Rulebook	Strand 2 Architecture	Strand 3 Applications	Strand 4 Process Issues	Strand 5 Competence	Strand 6 External
Acceptable use of e-mail Acceptable use of Internet Business continuity Procurement Rules	Desktops E-mail E-diaries Firewalls Hardware Portables Remote access Software Telephones Video conf'g Networks	<u>Generic</u> Document Imaging GIS Smart cards Workflow <u>Specific</u> Education Finance Revenues Personnel etc	All communications electronic All paper processes electronic Capture data once only Virtual teams	Basic systems training Advanced systems training ICT procurem't Technical briefings What's possible	<u>Links to Internal Services</u> Understand needs Identify solutions Re-engineer processes <u>New Opportunities</u> On-line voting Electronic referenda E-commerce

Strand 1 – The Rulebook
The work in this area is primarily intended to define the way in which the organisation does things. When complete, the projects in the strand will define all of the required policies, procedures and working practices that the organisation needs to have in place to ensure the effective and efficient use of ICT.

Strand 2 – Architecture
The work in this area primarily relates to the hardware and infrastructure systems needed to deliver the anticipated business benefits sought by this ICT strategy and covers those pieces of work traditionally thought of as IT (Information Technology).

It is interesting to note that during the initial consultation with Directorates on what they wanted to see in an ICT strategy, most of the suggestions made related to this area. A key task in realising the vision of a digital authority will be to help people move away from this mindset and to think about the business benefits that they are seeking (and then how these can be supported by ICT) rather than to think about specific technologies as the starting point.

Strand 3 – Applications
This strand relates primarily to the applications which the organisation needs to have in place to support day to day operations and to realise the overall vision of the strategy. To date, most of the applications used by the organisation have tended to be defined and implemented by specific service areas and whilst these will need to continue, and indeed be enhanced, the organisation will also need to become significantly more effective at identifying and implementing corporate systems and corporate ways of working.

Strand 4 - Process Issues
The work proposed under strand 4 is the least tangible, but arguably the most important, element of the whole model and relates to the cultural changes which will be required across the organisation in order to deliver a digital organisation. The organisation will consciously need to seek out and eliminate inefficient working practices, duplicate data capture, and data re-keying and will need to actively embrace the concepts of virtual working, comprehensive electronic working and the digitisation of existing information and knowledge if it is to be successful.

Strand 5 – Organisational Competence
If the organisation is to move whole-heartedly to become a digital authority, it will need to significantly increase the ICT competencies of its staff. In a recent staff survey, less than 20% of staff felt that they had been adequately trained to make full and proper use of the ICT tools that they had been given.

This is only part of the problem and it is essential that the organisation learns a whole new range of skills from the systematic identification of current and emerging technologies, through the effective procurement of small and large ICT systems, to the practical realisation of anticipated business benefits.

Even more importantly, it is crucial that individuals across all parts of the organisation learn these skills so that the authority becomes a highly innovative user of ICT with the centre providing support and expertise rather than being expected to 'do' everything. The work proposed under Strand 5 addresses this agenda.

Stand 6 – The External Focus
The work in this area relates primarily to putting in place those systems and services which will enable the authority to provide better and different services to its customers. At its crudest this means the electronic provision of all relevant services to the public by 2005 but more properly it means the delivery of a whole new way of working with the public, with strategic partners, with central government and suppliers.

The overall success of the strategy will ultimately be measured by the extent to which the organisation improves in this area.

4.2 A Better Model

It is interesting to note that although the key driver behind this ICT strategy is to deliver better services to the public, the majority of the work proposed in the above model is internally focused. This is no accident. It reflects the fact that the organisation is currently poorly placed to provide effective on-line services to the public because of its own internal inadequacies and, arguably, also because of a current 'silo' way of operating across many parts of the authority.

A silo way of operating is where the various parts of an organisation are each efficient and effective in their own way but because of a necessarily limited field of vision, the sum of the parts is less than it should be. The expectations of the council's key stakeholders, including primarily the public, are such that this approach is no longer adequate and there is an increasing expectation of high quality, well informed, one-stop services irrespective of how people choose to engage with the organisation.

This means that the model outlined in section 4.1 above is necessary but not sufficient.

In addition to each of the strands of work shown above, the organisation needs to find a way of bringing about what, for want of a better phrase, might be described as *'organisational transformations'*.

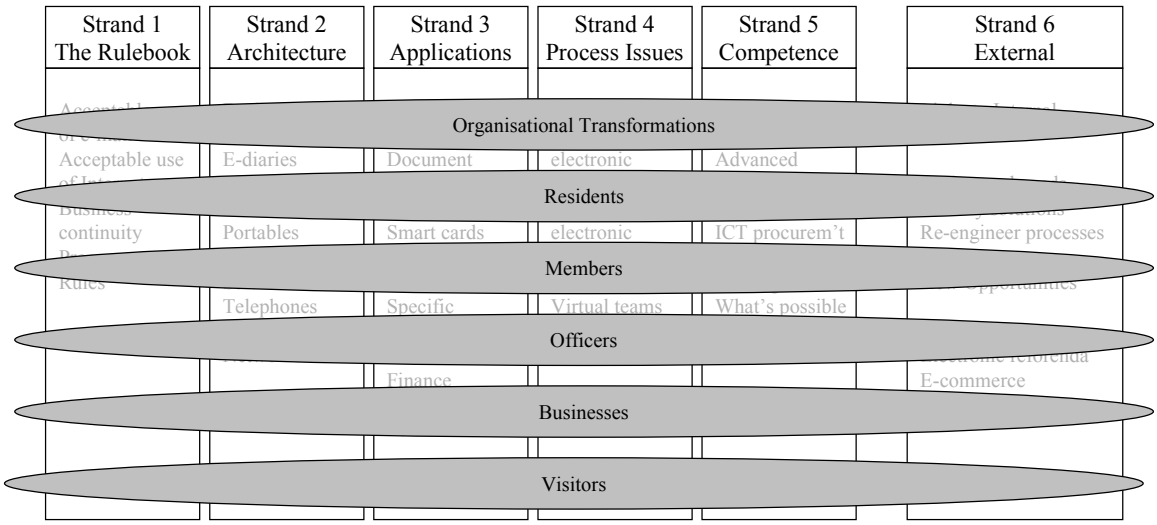
The concept of organisational transformations is a difficult one to convey but essentially relates to finding different ways of thinking about 'how we do things around here' which cut across all of the strands. It's about:

- breaking down the silos
- finding new ways of working which result in shared information and knowledge (and costs)
- providing information and services in a way which suits the customers points of view
- creating a culture where shared is good and private is bad

and is shown diagrammatically overleaf.

In many ways, the concept of organisational transformations maps well onto the idea of 'cross cutting' issues which have been around the authority for some time but its scope is broader and more akin to the requirements of the Best Value regime which requires this type of creative, holistic thinking.

The idea is shown in the diagram below which tries to represent this notion of the organisation using ICT to present itself in a way which is meaningful to its customers rather than in a way which reflects its own internal organisation.



In the long term, the organisation is likely to benefit more, and to move forward further and faster, by achieving the cultural changes required to remove a silo way of thinking and operating than by all of the other work put together.

It is therefore proposed that the organisation adopts this model as the framework for considering all future ICT initiatives and that it favours ICT projects which promote this agenda.

4.2.1 A Possible End Product

The concept of organisational transformations (re-engineering may be a better term) is not necessarily easy to grasp and the diagram overleaf attempts to flesh the idea out by showing a potential web page for a member of the public which pulls together information from a wide variety of sources and presents it in a personalised and relevant way.

The thinking and work required to enable such a joined-up facility is the same thinking which is required to underpin the organisational transformation work.

My Local Services for Jane Smith

Home Page

My Health

Reminder: Tetanus booster due (Shanklin Medical Centre)

Reminder: ENT Clinic Appointment at 10.30am today (St. Mary's Hospital)

My Learning

Reminder: Library books due for return in two days (Sandown Library)

Letter: To Y6 parents about Museum trip (Sandham Middle School)

Response: The journal article you requested is in your personal reading space (National Party Office)

My part of the World

Sorry! Your bin collection was late yesterday (IW Council)

Road works: There are NO current road works or known delays on your usual routes (IWC - Highways)

My Constituency

Planning: A planning application has been registered in Farren Road - decision to be made on 6/4/00

Planning: A planning application has been registered in Priory Road - decision to be made on 13/4/00

Complaint: One of your constituents (Mr S. Brookes) made a complaint to the council on 3/3/00

Tickler: The information you requested from council officer D. Lay is overdue by two weeks.

Check E-mail

5 Delivering the Vision

This section describes:

- the work which needs to be carried out within each strand of the proposed strategic framework
- the proposed timescales for each piece of work
- the rationale behind each proposal

Wherever possible, the proposals take into account the feedback from Directorates on what they would like to see in an ICT Strategy (see Appendix 1 for more details) but it is inevitably the case that the proposals reflect to a large extent the views and the biases of the author.

As the successful delivery of the strategic vision will be heavily dependent upon a large number of people, it is strongly recommended that the proposals it contains be subject to a comprehensive consultation process before being accepted.

5.1 Strand 1 - The Rulebook

5.1.1 Introduction

One of the most thankless tasks in any business has to be the definition, implementation and monitoring of the business rules which govern it. It has however been demonstrated time and again, both within the Isle of Wight Council and outside, that effective ground rules (which are then adhered to) are essential to good practice.

The Council will therefore develop and implement the following policies and procedures over the life of this strategy as shown below.

Each item has been ranked according to its perceived importance and the likely impact of not having it in place (1 = low, 2 = medium, 3 = high, 4 = very high) and ranked accordingly. Timescales are indicative only and are dependent upon the level of resources made available.

5.1.2 Proposed Policies, Procedures and Standards

		Import	Impact	Rank	When	Who
1	Standard identification of people (see 5.3.2.3 - Smart Cards)	4	4	16	2000	ICT
2	Standard identification of properties	4	4	16	2000	Various
3	Standard identification of projects	4	4	16	2000	ICT
4	Acceptable use of the Internet	3	3	9	2000	ICT
5	Acceptable use of e-mail	3	3	9	2000	ICT
6	Corporate standard for PCs and related hardware	3	3	9	2000	ICT
7	Corporate standard for PC software	3	3	9	2000	ICT
8	Corporate policy on networks and network management	3	3	9	2000	ICT
9	Procurement policy – PCs and similar	3	3	9	2000	ICT/Purch'g
10	Procurement policy – major ICT systems	3	3	9	2000	ICT/Purch'g
11	Service level agreements between the ICT department and directorates	2	3	6	2000	ICT
12	Policy on the Data Protection Act	3	2	6	2000	Legal
13	Policy on the Computer Misuse Act	3	2	6	2000	Legal
14	Policy for the disposal of computer equipment	2	3	6	2001	ICT
15	Agenda 21 policy for ICT	3	2	6	2000	ICT
16	Policy on ICT security (to BS:7799)	3	2	6	2000 *	ICT
17	Corporate policy on telephones	2	3	6	2000	ICT
18	Use of smart cards	2	3	6	2001 ?	ICT
19	Use of geographical information systems	2	3	6	2001 ?	ICT
20	Use of document image processing systems	2	3	6	2001 ?	ICT
21	Corporate policy on call centres	2	3	6	2001 ?	ICT
22	Corporate policy on the use of demographic data	3	2	6	2001?	ICT/Legal

5.1.3 Strategic Priorities

The top three rulebook priorities identified relate to the organisation's ability to uniquely identify people, property and projects. Although the need for these may not be immediately obvious, it is currently the case that there are a large number of systems across the organisation, virtually all of which use their own indexing and identification systems.

A crucial part of the strategy will be to determine common identifiers for these three areas and to ensure that they are appropriately incorporated into all relevant information systems across the authority so that information from diverse sources can be quickly and easily pulled together.

5.1.4 Proposed Standards

The Council will work towards full formal accreditation for compliance with the computer security standard BS:7799 by the end of 2004. It will do so by explicitly considering security and disaster recovery / business continuity issues within each ICT project rather than by establishing a stand alone project to achieve accreditation.

5.2 Strand 2 - ICT Architecture

This section considers some of the key architectural issues which are likely to affect the nature and implementation of this ICT Strategy over the next five years and proposes a number of key technologies which the organisation will need to embrace in order to achieve the overall vision.

5.2.1 Desktop Operating System

For many years the standard operating system for PCs has been written by Microsoft and the Council uses various versions of the Windows operating system – 3.11. Windows 95, Window 98, Windows NT. This supremacy is now being challenged by the open operating system, Linux, and it is possible, indeed likely, that within the lifespan of this strategy, Linux will become the dominant operating system on both the PC and application server platforms.

Linux would appear however to be at least two years away from being both sufficiently user friendly and having the necessary range of business applications to make it suitable for adoption as the organisation's preferred desktop operating system and it is therefore proposed that the organisation adopts Microsoft Windows 2000 Professional as its standard PC operating system as soon as the first service pack for this has been released.

Proposed timescales	Implications
• Windows 98 to be used for now • Windows 2000 professional to be the preferred operating system from mid to late 2000	• Technical support staff to be trained up • Operating system training to be made available for staff

5.2.2 Desktop Applications

The Council originally adopted the Corel office suite for its basic desk top applications (word processing, spreadsheets and presentation software). Although this is a perfectly respectable tool set, it is proposed that the organisation switches to the Microsoft Office 2000 office suite as its standard desk top package for the following reasons:

- the Microsoft product is now the de facto standard for central government and most major organisations.
- switching to Microsoft will significantly improve the ease with which the Council can exchange material with such organisations without the need for file format changes
- third party applications are always Microsoft compatible first and Corel compatible second, if at all.
- parts of the organisation have already switched to the Microsoft camp because of operational needs and this proposal will reconcile increasingly disparate working practices

Proposed timescales	Implications
• All new purchases of office applications to be MS Office • Corel to be the standard format for data distribution / exchange within the Council until December 2000, Microsoft thereafter	• User training required for Microsoft Office • Some sections may rush to switch before they need to • Additional costs may be incurred if users switch before they have to.

5.2.3 Desktop Hardware

The rate at which technology changes makes it pointless to try and define the type and level of equipment which the organisation should be buying. Given the speed of progress to date it would seem likely that there will be at least seven new generations of processor within the lifespan of this strategy, that flat screens will become as affordable as the current standard monitor and that memory and storage systems will grow out of all recognition.

However, given the growth of multimedia applications, the trend towards on-line learning and potentially the emergence of viable video conferencing, the following minimum standards are proposed:

- all new PCs to be bought with 17"monitors
- the assumed default screen resolution to be 800 x 600 with immediate effect
- all new systems to have DVD drives when the price point matches that of standard CD drives
- all new systems to have sound capabilities

5.2.4 Network Operating Systems

The organisation currently operates three forms of networking technology:

- print and file sharing using the Novell v4.1 operating system
- major application serving using Unix based operating systems
- Microsoft NT serving smaller scale applications

When Microsoft developed Windows 2000 it deliberately developed various versions of the operating system in a bid to provide a single scalable platform which would meet both these and other needs and whilst the technology is still too new to be sure, it would seem likely that Microsoft will continue to gain market share as a result of this strategy.

There is however no immediate benefit to be gained for the authority by switching to Microsoft for print and file sharing or for large scale application serving at the moment and the longer term is too uncertain to call. It would seem likely that Linux will continue to grow and develop until such times as it becomes the de-facto platform for Unix applications and that Citrix will continue to grow as a 'mini-mainframe' type of technology.

Both of these technologies are likely to have a place in the organisation in the future – indeed the ICT department has already implemented Linux servers as part of its security control systems – but there is no strategic requirement to adopt either technology en-masse at the moment. The organisation should therefore continue to use its existing mix of Novell, Unix and NT operating systems until such times as there are clear business benefits to be gained by changing.

The one exception to this is a version change to the Novell operating system. As part of its Year 2000 compliance strategy, the organisation implemented version 4.1 across all of its servers as this was the safest way of ensuring compliance in the time available. The suppliers had, even at that time, released a substantially upgraded new release and the organisation now needs to upgrade to the current release of Novell as soon as funds are available to ensure that it continues to have access to the required technical support from the supplier.

5.2.5 Network Structure and Services

The organisation operates a complex infrastructure to support its operations which consists of over forty file servers, a range of switches, bridges and routers, dedicated fibre and copper cabling and a variety of leased and dial-up data lines. Parts of the network run telephone services over the top of the data services.

It is beyond the scope of this strategy to describe in detail how this network might be optimised but it should be noted its networks are the key enabling technology for all of the Council's ICT aspirations and should be resourced, developed and protected as such.

Over the life of this strategy, things will become very interesting indeed:

- broadband connectivity (2Mb/s +) will become both affordable and commonplace,
- wireless and satellite technologies will become realistic options provided that health issues do not adversely affect their development,
- voice and data will share the same transmission structures and protocols leading to new opportunities and services
- demand for services will continue to grow inexorably
- users will need the ability to access their information files and systems from anywhere at any time and will expect to see the same presentation irrespective of how they access services

To ensure that the organisation meets these challenges effectively and that it takes full advantage of the opportunities that they offer, it is proposed that:

- the organisation invests in specialised consultancy support to enable it to develop a comprehensive networking strategy with a life span equivalent to this ICT strategy
- the organisation encourages commercial organisations to create an appropriately wired island and only invests in laying cables in the ground for itself where there are demonstrable benefits in doing so (as was the case for example to Jubilee Stores)
- the organisation adopts Category 5 structured wiring as standard for the provision of both voice and telephone services at all its sites and that sites are upgraded where necessary to achieve this

Proposed timescales	Implications
• Development of Network Strategy by August 2000 • Upgrade of sites to Category 5 wiring where required	• Costs of consultancy • Costs of upgrading sites

5.2.6 Messaging and Electronic Diaries

The Council currently uses Corel Groupware version 4.1 for its messaging and electronic diary facilities.

Because of the way the system was installed and maintained in the past, and in part because of the hardware on which it ran, the system has a poor reputation amongst staff for reliability and availability and this limited level of confidence inevitably impacts upon how it is used.

The Council needs to address this as part of developing a digital authority and provide an entirely reliably and robust messaging and e-diary system which staff will be confident in using. In addition, the use of the service needs to be extended to enable Internet e-mail to every desktop as part of an integrated messaging system.

Corel have already released version 5.0 of their system and have announced that they are withdrawing support for version 4.1 in the near future and this means that the organisation will need to either upgrade to version 5.0 or take the opportunity to switch to an alternative product.

The ICT department has researched the matter extensively and has concluded that the preferred way forward would be for the organisation to switch to Microsoft Exchange as its core messaging system, with Microsoft Outlook as the client part of the software seen by users.

There are several reasons for this:

- Corel v5.0 is markedly different from v4.1 and users would require training on how to use the new system. The costs of training staff to use either Groupwise 5.0 or another product do not differ significantly

- From a technical point of view, the Exchange product is easier to manage and support as it relies on a centralised post offices rather than on distributed services. Whilst this increases the risk of loss of service slightly due to 'all the eggs being in one basket', it has the advantage of significantly increasing the visibility of maintenance requirements and faults as they arise making it easier overall to provide a robust and reliable service.

- The proposed software is from the Microsoft stable and would therefore have a higher level of compatibility with the other products recommended within this strategy.

- The costs of switching to Exchange are lower than upgrading to Groupwise 5.0 when compared on a like-for like basis.

The ICT department has prepared a full business case which makes the arguments for Exchange in preference to Groupwise (and to Unix based systems) in more detail.

It is therefore proposed:

- that the Council adopts Microsoft Exchange as its core messaging service
- that the Council adopts Microsoft Outlook as its messaging / diary client software for users
- that Internet e-mail be rolled out to all staff as part of the normal messaging software by the end of 2000

5.2.7 Internet Connectivity and Security

The organisation has recently invested in a 2Mb leased line that provides a permanent connection through to the Internet. The leased line is currently throttled back to 1Mb as a cost saving measure until the extra capacity is required.

In addition, the organisation has also recently invested in firewalls, remote access servers and other hardware and software technology to enable it to provide safe and secure controlled access to the Internet and to the Council's internal on-line services.

To ensure appropriate economies of scale and to ensure that the organisation's networks are not inadvertently compromised by users by-passing the council's security systems it is proposed that all council connections to the Internet are made through the leased line route and that all stand-alone connections are prohibited unless expressly approved by the Head of ICT.

Telephones / Voice Services

5.2.7.1 Terrestrial Services

The Council currently spends in excess of £500k a year on its telephone services and although responsibility for this passed across to the ICT Department in August of last year, much of the day to day management of telephones remains with Corporate Services pending resolution of issues relating to funding.

An initial analysis of the expenditure on telephones has shown that the Council's management of this expenditure is less complete than it ought to be. Costs have been managed well at the centre and in particular call costs have been ruthlessly driven down as market possibilities have arisen. It is less clear whether this is the case elsewhere within the organisation given the fragmented way in which bills are paid and the lack of an overall telephones management strategy.

The following pieces of work are proposed to rectify the situation:

- the previous resources available for the central management of telephones to be transferred to the ICT Department as soon as possible and an appropriately skilled telephones services manager to be appointed on an initial two year contract
- all of the telephone bills for the last twelve months to be analysed and the costs split into rental, maintenance and call costs on a site by site basis
- the number of telephone extensions and the range of services for each site to be established and documented

Once the above has been carried out, it will be possible to determine whether it is appropriate to carry out a full procurement under European Procurement Legislation to provide services in a different way, whether smaller scale interventions are appropriate or whether things can be left as they are.

On the basis of current information, it would seem likely that the organisation could make a number of financial savings by moving to a fully managed telephone service and it is proposed that the above work is carried out by the ICT Department during 2000, subject to the transfer of resources from Corporate Services.

5.2.7.2 Mobile Phones / Pagers

Mobile phone technology in particular is likely to change significantly over the next few years through the introduction of WAP (wireless application protocol) phones and other emerging technologies. It would be inappropriate to make any significant changes in this area until things settle down, probably in 2003/2004 and as the provision of mobile phones and pagers was looked at extensively during 1999, no action is proposed until then.

5.2.7.3 Radio

The Council uses radio primarily in the Fire and Rescue Service and in the Highways Department and both services will need to look at their requirements for new radio systems within the life of this strategy because of national changes to transmission bands.

As these are specialised needs, it is proposed that the relevant services address the matters directly at the appropriate time.

5.2.7.4 Members ICT

It is important that Members are fully included in the drive towards a digital authority and a significant amount of background work has been carried out on what this might mean through the Members ICT working group established in 1999.

Members identified a range of needs which fell into the following categories:

- better communications
- better access to information
- automatic briefings on events within their areas of interest

Better Communications

A first draft outline business case has already been prepared which identifies the issues and costs involved in providing Members with e-mail and Internet access facilities and with the means of moving towards the operation of a 'cyber council' through the use of portable PCs.

Further work will be carried out with members in the second quarter of 2000 in order to refine the business case and to develop firm proposals for progressing the matter in line with the following targets:

- as a minimum, all Members should be provided with at least e-mail and internet access facilities by the end of 2000 (in line with the scheduled roll-out of Internet e-mail to all staff).

- subject to resources, in addition all Members should be provided with hardware and software which meets the minimum corporate standards to enable them to word process etc at home.

- ideally, but again subject to resources, all Members should be provided with portable PCs and the related hardware and software in line with previous instructions from Members to move the authority towards becoming a cyber-council

Better Access to Information

Although Members on the ICT working group felt strongly that they would like better access to information, it proved difficult to identify specific types of information which might be useful. Further work on this area will be required throughout the life of this strategy.

Automatic Briefings

There was a strong feeling amongst Members that they would like to be automatically informed of planning applications, complaints, road works and other similar types of work relating to their constituencies and to their areas of interest.

Some progress on this matter may be possible once all Members and staff have access to Internet e-mail facilities but significant progress will only be possible with the introduction of electronic workflow technologies (see section 5.3.2.2) and a comprehensive transaction based website. It is proposed that this issue is therefore addressed as part of those projects.

5.2.7.5 Other ICT Architecture Considerations

The work proposed in this strand focuses heavily on the internal requirements of the organisation and makes no mention of the role of the Council in facilitating public access to on-line services.

There is a significant risk of technological illiteracy and lack of access to appropriate technologies leading to a further form of social exclusion on the Island and the Council will need to address this issue at some stage.

Authorities across the country vary in their approaches to this matter. Some have invested heavily in the promotion and development of broadband networks across their areas as a means of supporting local businesses and communities. Others have invested heavily in introducing computing facilities, including Internet access, to libraries and other community buildings. Yet others have promoted self help development facilities with appropriate technical support from the authority.

The Council's ability to promote the agenda locally will depend upon two things, the level of resources available and the relative priority with which this agenda is seen compared to the internal requirements of the organisation.

Two key sources of funding would seem likely at the present time:

- the National Grid for Learning project - funding levels currently unknown
- the National Libraries project - £750k expected to be available from Autumn 2000

It is proposed that the organisation address the external provision of services on a tactical basis as and when resource levels become available.

5.3 Strand 3 - Applications

This section considers in more detail the systems which are required to deliver the overall vision of a digital authority. The section considers the way forward for the current mission critical systems and proposes a number of new technologies which need to be put in place.

5.3.1 Mission Critical Systems

The ICT Department has a strong tradition of software development. It wrote, and continues to maintain and develop the following systems as required by the relevant owning services:

- General ledger
- Debtors system
- Creditors system
- Payroll system
- Personnel system
- Social Services client database
- Car Parks offence management system

In addition, it is responsible for developing and maintaining data interfaces between these and other systems.

Other major applications, for example the Commitments system, and the Revenues and Benefits system, are written and maintained successfully by third parties and it is therefore a moot point as to whether the Council should be carrying out this work in house or sourcing such systems from elsewhere.

Work carried out by the ICT Department during 1999 demonstrated that migrating any of these major systems to an alternative supplier would cost in the order of £100,000 each with no significant year on year revenue savings and a marked loss of control. However this needs to be contrasted against the fact that the in-house systems are mostly old and text based and will not properly meet the overall aspirations of this strategy as they stand.

The ICT Best Value Review will formally evaluate the relative merits of providing each of these systems in-house as opposed to buying them in during 2000 and it is proposed that the organisation makes a formal decision on the preferred way forward for each of those systems when the relevant information is available as a result of that process.

In the meantime, it is also proposed that, in considering those and other systems, the organisation should be seeking to achieve the following key targets as part of the overall programme of work to deliver a digital authority:

- that by the end of 2001, it should be possible to use any of the following means of payment at any council premises and through its on-line services – debit card, Mastercard, Visa Card

- that by the end of 2001, it should be possible for all relevant staff to easily and quickly manage all aspects of their budgets (including placing orders, tracking receipts, managing commitments and expenditure) electronically in real time

- that by the end of 2001, it should be possible for all relevant staff to easily and quickly manage all standard staff management issues (including timekeeping, sickness, training, leave and payroll) electronically in real time

5.3.2 Proposed New Corporate Systems

In order to achieve its overall vision of becoming a digital authority, the organisation will need to implement wholeheartedly a number of new technologies as follows:

5.3.2.1 Document Image Processing

Document Image Processing (DIP) is the electronic scanning and indexing of paper documents in such a way that the documents can be easily retrieved and viewed on a computer screen. DIP stores images as pictures rather than converting them into computer readable text using optical character recognition and this means that it is suitable for keeping legally acceptable records of hand written forms (including signatures), diagrams, plans and indeed anything that can be put on paper.

A recent small scale implementation of the technology carried out by the Revenues and Benefits Department has shown that DIP systems offer significant potential benefits in eliminating lost files, in speeding up access to records and in enabling information to be readily and quickly shared between different members of staff who may need to work on the same documents and additional benefits are anticipated in savings on storage space.

DIP is a critical element of a digital authority and to achieve the overall vision it will be necessary to introduce the technology across all parts of the authority, supported by appropriate re-engineering of existing business processes where necessary and by an agreed standard for indexing to ensure that all data is readily retrievable.

A significant amount of time, effort and resources will be required to implement DIP across the authority and the scale of the project means that this will have to be carried out over the life of the strategy. It is therefore proposed that:

- by the end of 2000, the organisation develops a comprehensive business case and implementation plan for the implementation of DIP across the whole of the authority by the end of 2004
- the project is included as a strategic priority in the council's budget proposals for 2001 and beyond
- that a dedicated project team is established at the appropriate time to ensure the effective roll-out of DIP during 2001 and beyond

5.3.2.2 Electronic Workflow

Electronic workflow is a sophisticated method of working electronically which enables the manual and automatic routing of pieces of work around the organisation according to defined business rules.

By way of example, a member of staff might complete an electronic sickness form on screen. The system can then be programmed to route this to the line manager for approval and, once approved, a copy can be sent simultaneously to the relevant parts of the payroll and personnel departments. The data from the form can then be transferred automatically into subsidiary systems and, if appropriate, a message can be sent back to the line manager advising the total number of days sickness for the member of staff and the appropriate action which ought to be taken according to the Council's policies on sickness.

Similarly, for Members the system could be programmed to e-mail Councillors automatically with details of planning applications or other similar information relevant to their ward and to update them automatically as the matter is progressed.

Like DIP, electronic workflow is a critical element of a digital authority and is key to getting the right information to the right people in the right order as quickly as possible. It makes sense in terms of implementation to consider electronic Workflow in parallel with DIP and it is therefore proposed that:

- by the end of 2000, the organisation develops a comprehensive business case and implementation plan for the implementation of Electronic Workflow across the whole of the authority by the end of 2004
- the project is included as a strategic priority in the council's budget proposals for 2001 and beyond
- that a dedicated project team is established at the appropriate time to ensure the effective roll-out of Electronic Workflow during 2001 and beyond

5.3.2.3 Smart Cards

The concept of Smart Cards has been around for some considerable time and many people will be familiar with a less sophisticated version of them in the form of supermarket loyalty cards. At their simplest, smart cards carry sufficient information about their owners to enable those with smart card readers to properly identify the person and to provide tailored goods and services. As an important by-product, use of the smart card then generates demographic and other management information to enable service providers to make more informed judgements and, in some cases, to generate income by selling the demographic information to marketing companies.

There is undoubtedly an element of 'big brother' about the use of smart card technologies and the Council will need to be scrupulous in its use of the technologies for those it serves. The potential benefits to be gained are however significant.

For example it would be possible to use smart cards to provide differential prices for access to leisure facilities as a way of addressing social exclusion. It would be possible to use the same technology to allow members of the public to track securely an application for benefits or the handling of a complaint via the council's on-line services and it would be possible to use the technology as an 'assurance card' to avoid the need for duplicate proofs in the national fight against fraud.

Several parts of the organisation have been considering the introduction of smart cards but it would be nonsense to have more than one for the authority because of the cost, the potential confusion that might be caused to the public and the resulting duplication of data sets which would inevitably ensue. It is therefore proposed that:

- during 2000, the organisation uses Wight Leisure to pilot smart card technologies on behalf of the authority with the overall management and ownership of the system being explicitly recognised as a corporate rather than a devolved resource.
- by the end of 2000, the organisation develops a comprehensive business case and implementation plan for the implementation of smart card technology across all relevant parts of the authority by the end of 2004
- the project is included as a strategic priority in the council's budget proposals for 2001 and beyond

The critical aspect of smart card technology is that it enables the smart card suppliers to properly and fully identify the users. Although the Council holds a significant amount of information about the people it serves in its various operational systems, much of this information is ring-fenced by statute and is not available for general planning and service delivery purposes even where this would demonstrably be of benefit to the data owners (i.e. the members of the public).

It would be possible to kick start the whole process of gathering general information for service planning and management purposes, and for the smart card initiative, by distributing additional information request sheets with the forthcoming census returns and it is proposed that the authority gives serious consideration to the possibilities that this might offer.

5.3.2.4 Call Centres

Call centres are specialised telephone answering services which are capable of handling a large range of different types of telephone calls by using sophisticated technology to identify the caller's intended destination and by automatically calling up relevant scripts to enable the telephonist to handle the call appropriately.

By providing the telephonist with access to relevant operational systems it is possible to enable the same person to deal with housing enquiries, complaints, tourist bookings, ICT help desk calls and other types of calls in a way which is seamless to the caller.

One aim of this strategy is to meet the Government's target of making all services to the public available electronically by 2005 and it should be remembered that this includes telephone services as well as other on-line services.

The Council has little experience of call centres to date although Wightcare offer a basic facility and the Tourism Service are currently in the process of introducing a facility. It would however seem likely given the experience of commercial organisations and local authorities elsewhere, that a comprehensive call centre could offer significant benefits for the Council, including:

- better services for the public
- lower costs
- commercial potential using slack capacity

It is therefore proposed that:

- during 2000, the organisation adopts the Tourism call centre project as a pilot project for a wider Council wide call centre

- during 2000, the authority establishes a working party to oversee the development of the Tourism centre and to develop proposals for the expansion of this facility to cover all Council services as appropriate

- the expansion of the call centre facility to be included as a strategic priority in the council's budget proposals for 2001 and beyond if appropriate

5.3.2.5 Internet / Intranet

Whereas the majority of projects proposed within this strategy relate to the effective gathering and processing of information, the primary purpose of Internet and Intranet technologies is to give back information to those who are looking for it and to provide a range of self help services for visitors.

The Council agreed in its 2000 / 2001 budget deliberations to provide £46k year on year to enable the organisation to develop its internet and intranet web sites and the necessary background work to implement these has now started.

The Intranet is seen as being the critical technology for the publishing and dissemination of information across the organisation and the success of the initiative will be the extent to which it achieves the goal of becoming the primary source of reference for the organisation.

The Internet site is seen as being the critical technology for the provision of electronic services to the public. As the take up of the services is to some extent outside the control of the Council, the success of this initiative will be measured by how well the Society of IT Managers (SOCITM) rates the Council's web site in its annual surveys.

The initial aim is for the Council's web site to appear in the top twenty local authority web sites in the December 2000 survey.

5.4 Strand 4 - Process Issues

A central thesis of this ICT strategy is that to deliver the vision of a digital authority and the overall business benefits that this might bring, it will be necessary to ensure the authority becomes an organisation which:

- is comfortable with working primarily in an electronic environment
- actively seeks to eliminate duplicate data capture, re-keying and other unnecessary processes
- sets great store by breaking down the silos and sharing knowledge and information

It is difficult to see how this might be achieved without a comprehensive change management programme and this should be considered for 2003 and onwards assuming that the work proposed under the earlier strands is carried out.

In the meantime it is proposed:

- that the ICT department establishes a means of allowing staff to report all instances of duplicate data capture, re-keying, time wasted on unnecessarily difficult data analysis and the like

- that staff across the organisation be encourage to use such a mechanism

- that where possible, resources are made available to address these inefficiencies in order to avoid the waste of resources and more importantly to ensure that staff begin to realise that the organisation is adopting a zero tolerance approach to such inefficiencies

In addition, it is proposed:

- that appropriate resources are made available to enable the proper research and development of techniques and practices of 'virtual working'

- that the Corporate Management Team (CMT) comprehensively adopts the use of electronic communications, including the use of publicly viewable electronic diaries, the use of the Intranet as the primary means of disseminating information and the use of virtual working techniques as soon as possible

- that the CMT insists upon the use of such techniques amongst staff within the service on a cascade basis as soon as the technologies are in place to enable such working

- that progress towards a digital authority be made a specific target for all Directors and senior managers and that this be formally evaluated for each member of staff as part of the annual appraisal process

In addition, it is proposed :

- that the members of the Executive and the Chairs of the Select Committees comprehensively adopt the use of electronic communications and other virtual working techniques as their primary form of working as soon as the technologies are put in place to enable them to do so

- that all other Members of the Council be actively encouraged to work in such a way as soon as the technologies are put in place to enable them to do so

- that Members actively challenge officers use of non-electronic practices where these would be feasible once the appropriate technologies are put in place to enable them to do so.

5.5 Strand 5 - ICT Competence

As noted earlier, if the organisation is to move whole-heartedly to become a digital authority, it will need to significantly increase the ICT competence of all of its staff. In particular the organisation needs:

- to ensure that all staff are properly and adequately trained to make full use of the hardware and software provided for them to do their jobs
- to make staff aware of current and emerging technologies which might be of benefit to them
- to create a can-do culture which encourages the innovative exploration and use of ICT
- to ensure that all staff are aware of how to procure and implement new ICT efficiently and safely within the overall constraints of this ICT strategy
- to ensure that all staff are capable of realising the business benefits promised by their ICT investments

5.5.1 Training

The ICT training programme has traditionally been prepared by the Council's Training Department with little reference to the ICT Department and has therefore failed to properly take into account current and emerging requirements.

It is proposed that the Head of ICT be made responsible for the development of an Annual ICT Training Programme in conjunction with the Training Centre and that the Training Centre be made responsible for arranging and delivering the programme within the resources available. Production of the training programme should be such that the anticipated costs can be taken fully into account as part of the annual budget preparation cycle.

In addition, it is proposed:

- that over a two year period from the adoption of this strategy, all staff who use a keyboard as part of their normal role (and who cannot touch type) be required to undertake a keyboard training course
- that within three months, the requirement to undertake such ICT training as may be required to be added as a standard requirement to all new job descriptions
- that by the end of 2000, the Head of ICT and the Training Centre manager be required to develop a mechanism for assessing the ICT training requirements of all staff
- that line managers be required to formally use the methodology to identify and address the ICT training needs of all staff in the 2000/01 round of annual appraisals

5.5.2 Technology Awareness

Whilst it is not possible to force people to take an interest in ICT issues, it is possible for the organisation to be significantly more proactive than has previously been the case. The ICT Department will therefore arrange monthly workshops of no more than three hours each which will be open to any member of staff covering one or more of the following on each occasion:

- supplier's demonstration of current or emerging technology
- expert presentation on an ICT topic of interest
- demonstrations and hands-on experience of new or different ways of using existing hardware and software
- workshop sessions and discussions on topics relating to the successful implementation of this ICT strategy
- workshop sessions covering ICT problems experienced and lessons to be learned

5.5.3 Can-Do Culture

There are two key aspects to developing a can-do culture: providing high quality information on what's possible and providing an opportunity for hands-on testing.

As part of the development of the Intranet, the ICT Department will develop a database of current ICT practice across the organisation. The database will detail examples of good and innovative practice across the organisation, 'did-you-know' hints and tips, and other information as appropriate to ensure the effective dissemination of best practice. The site will also provide details of forthcoming ICT conferences and exhibitions as well as links to supplier web sites of interest.

In conjunction with the Training Centre, and subject to resources, the ICT Department will provide a test environment which will allow any member of staff to experiment with any of the software currently in use within the organisation without the risk of compromising live systems or software licences. Technical support will be provided where resources allow although the emphasis will be primarily self help.

5.5.4 ICT Procurement and Benefits Realisation

The ICT department, in conjunction with the Purchasing and Legal departments, will during 2000 (see section 5.1.2) develop comprehensive guidelines on how to procure ICT hardware and software. These will include information on:

- how to properly identify system requirements
- how to develop a business case
- how to obtain support and funding
- how to obtain technical support
- how to ensure the procurement achieves its objectives

Training and development workshops on ICT procurement will be developed and included in the Annual ICT Training Programme.

5.6 Strand 6 - External Focus

The whole thrust of the vision proposed in this strategy is about improving the internal organisation in order to improve significantly the range and quality of services the Council provides to those it serves.

Some of these benefits will come simply from changes to how the Council operates internally, others will come from making information available to people on line, from the move to e-government and from the benefits that are anticipated from joined up working. Still others will come from doing new things that become possible as technology progresses.

The work in this strand is designed to ensure that this remains the focus of the strategy despite the amount of work proposed in the other areas.

5.6.1 Links to Internal Services

If the organisation is to be successful in moving towards the 2005 target that, by that date, the public should be able to carry out all business with the Government by electronic means if they so choose, it will need to develop its web site and telephone technologies aggressively.

In order to do, it will be necessary for each part of the organisation to review the work it does and to determine how this can be presented in electronic format. This will not happen by itself and nor will it be right first time but it is essential that the organisation makes a rapid start on identifying the nature and the scale of the task so that the appropriate business process and technological solutions can be developed.

It is therefore proposed:

- that each department within the authority be required by the end of August 2000 to fully and properly define five key business processes which might be amenable to electronic presentation, either via the Internet or via a call centre interface
- that by the end of September 2000, the ICT department to have prepared a development plan outlining how these initial business processes might be automated
- that each department within the authority be required by the end of March 2001 to have identified and documented each of its key business processes
- that by the end of May 2001, the ICT department to have prepared a development plan outlining how these remaining business processes might be automated

5.6.2 New Opportunities

A number of opportunities for providing new or improved services to the public are likely to present themselves throughout the lifetime of this strategy. Some of these, for example the ability to consult directly with the public, will emerge naturally as a result of focusing web developments on a transaction based site, others (for example, electronic voting) are likely to present themselves as the strategy unfolds.

The authority will assess each new opportunity within the overall framework of this strategy and amend the strategy as necessary where there are significant demonstrable business benefits to be gained by doing so.

5.7 Organisational Transformations

The proposed framework which underpins this strategy proposes a six stand model of work which needs to be carried out in order to deliver a digital authority. It also proposes that the organisation needs to bring about a series of 'organisational transformations' – ways of working which cut across the strands – in order to achieve real business benefits underpinned by ICT.

The concept of organisational transformations is a difficult one but essentially it relates to:

- breaking down the silos
- finding new ways of working which result in shared information and knowledge (and costs)
- providing information and services in a way which suits the customers points of view
- creating a culture where shared is good and private is bad

The private sector embraced this concept through Business Processing Re-engineering and it is arguable that local government will be forced to do the same through a rigorous application of the Best Value regime in due course.

Irrespective of either of those agendas, if the organisation wishes to significantly improve its business and the things that it achieves, it needs to rethink the way it operates and to shape the application of the processes and technologies outlined in this strategy accordingly.

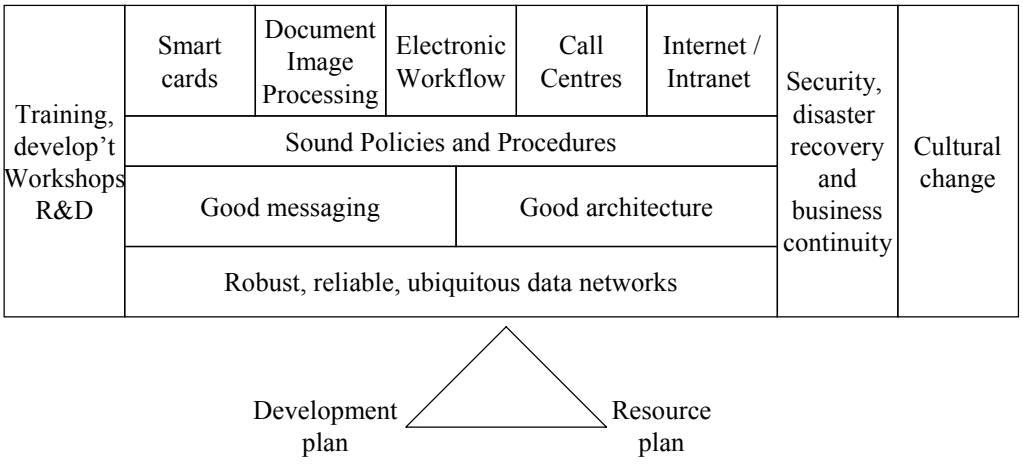
This is not something that can be done by the ICT department (although it will need to be involved in the process) but could be done by those who work across the organisation, perhaps assisted by an appropriate facilitator.

It will also need to be tied in with the overall development of the organisation to ensure a proper change management process.

It is therefore proposed that the Corporate Management Team formally assesses the need for work to be carried out on this part of the strategy and, if supported, to determine the most appropriate way of progressing this part of the agenda.

5.8 Summary of Key Proposals

A large number of proposals have been made in this section of varying degrees of priority. The following diagram is offered as a summary of the key proposals:



6 Other Issues

6.1 Corporate versus Service Aspirations

The focus of this strategy has been squarely on the strategic issues which face the organisation and which need to be tackled over the next five years. Although some consideration has been given to the needs of services, on the whole the strategy focuses on the things that need to be driven from the centre and since the needs and aspirations of individual services are important the validity of this approach needs to be reviewed.

It was interesting to note that during the initial consultation with directorates on what they wanted to see in an ICT strategy, most of the suggestions made (see Appendix 1 - What the Organisation Said it Wanted) related to the need for effective corporate systems such as reliable e-mail, internet e-mail, internet access and to new 'sharing' technologies such as electronic workflow and document imaging as well as training.

The only service which really mentioned a particular local need was Social Services which needs to address its client database.

These results may, to some extent, reflect the way in which the consultation process was carried out by the directorate representatives on the Information Strategy Steering group but they are also consistent with more general feedback received over the last eighteen months of a need for more central guidance, a firmer steer on standards and a higher quality of corporate systems across the board.

These perceptions are reflected in this strategy and an implicit assumption is that the organisation will focus its ICT investments on the corporate priorities outlined in this document and that local needs which are not covered by these initiatives will have to be addressed by individual services within the resources that they have available.

Since the effective delivery of this strategy will require both the active co-operation and support of services and the ring fencing of financial and other resources, it is important that directorates and services are signed up to the overall strategy and its implications before work commences.

6.2 Funding the Strategy

There has been little mention of how much this strategy will cost to deliver throughout this document and there are two reasons for this:

- there is little point in putting in the time and effort to cost the strategy until the key principles have been debated and agreed
- many of the proposals made are proposals of principle and require a significant amount of further work before they can be realistically costed.

That said, the strategy effectively proposes the wholesale transformation of the organisation from a paper based authority to a digital authority and this will not come cheap. As a ball park figure, the strategy is likely to cost in the order of £1m - £2m a year for each of the next five years (£5m-£10m in total) and this money will need to be found from somewhere.

One possibility would be to top slice every service budget by 1% for the life of this strategy but other possibilities include strategic partnerships with third parties, external sources of funding and of course savings generated as a result of the strategy.

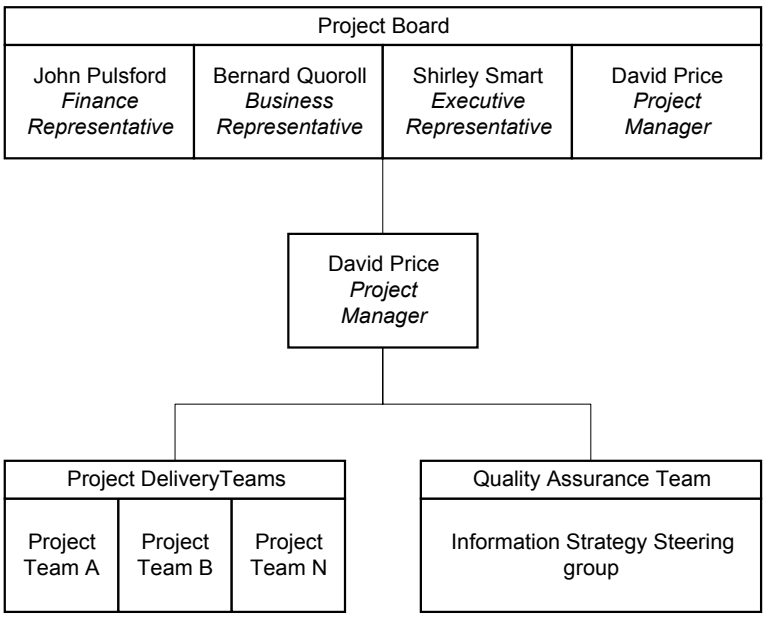
It is proposed that the Director of Finance and Information be required to prepare appropriate funding proposals to underpin this strategy once the overall proposals have been agreed.

7 Managing Implementation of the ICT Strategy

Day to day responsibility for the management of ICT across the authority rests with the corporate Head of ICT and there is nothing in this strategy which would change this role.

It is however the case that the successful delivery of this strategy will depend far more upon organisational and financial issues than upon technological matters and it is therefore proposed that the organisation establishes a formal structure for overseeing the implementation of the strategy which properly takes this into account.

The recognised project management methodology for ICT projects across the country is PRINCE (Projects in a Controlled Environment) and it is proposed that the Council establishes a formal PRINCE project as follows:



Further information on the proposed structure will be provided once the overall strategy is confirmed.

Appendix 1 - What the Organisation Said it Wanted

As part of the background work to this strategy, each of the Directorates was consulted on what they would like to see in ICT Strategy. The following table maps the comments received onto the proposed model and summarises the results in each area by directorate. Suggestions made by the ICT department are excluded for clarity.

EX	*- Executive Services*	*ED*	*- Education*	*SS*	*- Social Services*
FR	*- Fire and Rescue*	*EN*	*- Environment*		
CS	*- Corporate Services*	*FI*	*- Finance*		

Strand 1 – Rulebook

	EX	FR	CS	ED	EN	FI	SS
Produce rulebook	✓						
Define protocols	✓						
Rules regarding connectivity	✓						
Hardware / software standards		✓					

Strand 2 – ICT Architecture

	EX	FR	CS	ED	EN	FI	SS
Good e-mail system available to 100% of staff		✓	✓		✓		
Internet e-mail available for 100% of staff			✓		✓	✓	
Desktop access to the Council's Intranet available to 100% of staff			✓		✓		
Desktop access for Internet surfing available to 100% of staff						✓	
Remote access to enable people to work from home			✓				
Video conferencing			✓				
Unified personal number for communications (not phone, fax, mobile numbers)			✓				
Good physical infrastructure at all sites (wiring , switches, etc)				✓			
All sites connected to the network		✓		✓	✓	✓	
All schools connected to the network						✓	
All staff connected to the network					✓	✓	
Rolling replacement for hardware renewal					✓		
Regularly updated and consistent versions of software across the organisation					✓		
Increased number of PCs for staff where needed (e.g. Fire Stations)		✓					
Trunk (digital) radio for emergency and other services		✓					
Development of e-commerce for procurement						✓	

Strand 3 – Applications

	Ex	FR	CS	ED	EN	FI	SS
Common GIS system			✓				
Integrated diaries and timesheets			✓				
Case management software			✓				
Integrated customer care system			✓				
Document image processing			✓			✓	✓
Corporate electronic filing systems			✓				
Maps on Intranet			✓				
Education on corporate e-mail / e-diary system				✓			
Internet and Intranet sites for schools				✓			
Internet and Intranet sites for public information				✓		✓	

Strand 3 – Application (continued)

	Ex	FR	CS	ED	EN	FI	SS
Unix software support				✓			
Transaction based Intranet				✓		✓	✓
Browser enabled systems (such as the General ledger)	✓						
Ability to 'mine' data sources	✓					✓	
New Social Services client database	✓						✓
Call centres	✓						
Smart cards	✓						
Proper training on corporate systems		✓					
Virtual meetings with colleagues at any site						✓	
Integrated (seamless) front end to all applications						✓	
Round the clock access to records and data from anywhere		✓					✓
Software for media monitoring / logging press enquiries	✓						
Live web cam to council meetings						✓	
Video conferencing from Council chambers to officers screens						✓	
E-mail for members			✓				
Electronic chat rooms	✓						
A web site that we can be proud of	✓						

Strand 4 – Process Issues

	Ex	FR	CS	ED	EN	FI	SS
Existing projects to continue - not to be pushed aside for the 'wish list'			✓				
Allocation of resources for ICT					✓		
Corporate data manager to eliminate data conflicts, duplication etc.					✓		
Clear definition of corporate standards					✓		
Proactive ICT department that understands the business					✓		
Use of the Intranet as a common resource point for information					✓		
Strategic approach to the Internet					✓		
Corporate approach to electronic business					✓		
Corporate approach to document storage					✓		
Produce development plan and seek resources	✓						
Staged approach to disaster recovery / business continuity	✓						
Home working / accommodation strategy	✓						
Investment plan	✓						
Monitoring and information	✓						
Alternative methods of report distribution						✓	
Open information and communication systems with Health and other partners							✓
Standard client / patient record with Health / other partners							✓
Trained / dedicated staff to prepare commonly required management information							✓
Flexible info management systems which can respond quickly to changing needs							✓
High reliability of systems and lower costs							✓
To support working from home							✓
To support e-commerce related to community care							✓
To implement a means of reporting service user experiences							✓
To establish an electronic service dictionary (to include partner agencies) on the Internet							✓
Ability for departments to share data effectively						✓	
One stop shop for all ICT equipment and advice					✓		
Regular updates of internet usage on the island	✓						

Strand 5 – Organisational Competence

	EX	FR	CS	ED	EN	FI	SS
Secondment of ICT staff to business areas to support proactive ICT					✓		
Corporate training programme for ICT					✓		
Raise CMT/Senior manager awareness of ICT potential					✓		
Structural review of centralised / devolved services					✓		

Strand 6 – External Services

	EX	FR	CS	ED	EN	FI	SS
Secondment of ICT staff to business areas to support proactive ICT					✓		
Corporate training programme for ICT					✓		
Raise CMT/Senior manager awareness of ICT potential	✓						
Structural review of centralised / devolved services	✓						

Appendix 2 - Summary of Targets