

EXECUTIVE COUNCIL

CONFIDENTIAL

Title of Report: E-government Strategy

Paper No: 102/10

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Report of: Andrew Lee, Director of Procurement & Efficiency

1. Purpose

- (a) To inform ExCo of the proposed FIG initiative to develop an E-government strategy.
- (b) To seek authorisation from ExCo to commit to the resources that are required to conduct this work.

2. Recommendations

- (a) It is recommended that an E-government strategy is developed with a view to increasing efficiencies within FIG via the implementation of appropriate technologies that can help bring about changes to working practices and processes and that can help to deliver enhancements in the delivery of services and the dissemination of information to the Falkland Islands community.
- (b) It is recommended that a project team, lead by the DPE is set-up for the purposes of carrying out this work in the manner and timescale as laid out in the proposed Project Initiation Document (PID) for E-government strategy. Section six and seven below refer. The proposed project timetable is May 2010 to March 2011 so that any subsequent investment decisions can be made in time for incorporation within the 2011/12 financial year.
- (c) It is recommended that an E-government programme board is set-up in line with the terms of reference (ToR) detailed in this paper. Section eight refers. The primary role of the board will be to provide strategic oversight to the initiative to ensure continuity of purpose and the validation of proposed benefits.

3. Summary of Financial Implications

There are no financial implications.

4. Background

The review of Government – major outcomes, ExCo paper 233/08 dated 18th December 2008 recommended, along with several other recommendations, that an e-government strategy should be developed for the Falkland Islands.

The recommendation (recommendation18) is as follows:

‘Technology is a key tool required to improve efficiency if rigorously appraised and managed but must be linked closely to wider process improvements and changes to working practices. It is also key to the Falkland Islands economic development.

In the future, responsibility for technology, HR and organisation change needs to be included in a single corporate director post. An e-government strategy should be produced as an early priority by this person’

Under the new Government structure, initiated by the same ExCo paper, the responsibility for development of the e-government strategy now sits with the Director of Procurement & Efficiency.

This ExCo paper seeks to take forward the e-government recommendation via a new initiative. For this purpose a draft Project Initiation Document (PID) and a draft Terms of Reference (ToR) document have been prepared.

Clearly the nature of this project is cross cutting and could impact or benefit all areas of the FIG. Support and input from all FIG departments, including Directors and Managers will be essential in helping to determine the best and most workable strategy.

Based on benchmarks with other parts of the world, both public and private sector, it is loosely estimated that taking an effective strategic approach to technology decisions can bring benefits of around a 10 to 30% of overall operating costs whilst in parallel significantly enhancing the service offering and capability of the organisation.

Quoting these kinds of overall figures is of course easy and seldom sustainable. The e-government strategy document will be mindful of and will seek to deliver a realistic assessment of the tangible benefits to FIG when taking into full account the local economy, local community needs, the FI skills base, job market, sensitivity to change and other aspects.

Technology needs to be adopted in such a way that it modernises services, deliveries efficiencies via effort reduction or displacement of resources and creates other value adding opportunities.

5. Purpose of the E-government strategy

The objective of the e-government project is to produce a strategy document for FIG that clearly sets out the manner by which it should proceed with future technology investments to gain improved value for money and operational efficiencies.

Such improved value for money and operational efficiency will be bought about by the ability to change FIG working practices and processes as a result of the technology or by the delivery of information and public services to the Falkland Islands community via new means of delivery.

For example the ability to make on-line booking of FIGAS and airbridge flights would provide greater efficiency for both FIG operations and to some members of the FI community alike.

As a further example, improved access to FIG shared information may assist in a more effective, better informed civil service which in turn improves the overall dissemination of information for decision making and for FI community communications.

The scope of the project is to look at a range of available technologies for implementation or enhancement and to assess the potential impact and benefits of their practical application within FIG.

The strategy will explore a number of technology options and will provide an overall assessment of the costs, issues and risks associated with each in being able to secure the proposed benefits.

This will include an assessment and financial appraisal of each option that can be used to inform future decision making in relation to priorities and best returns on technology investments.

A technology road map will also be provided along with a draft programme plan that will identify where and how investments will deliver better value for money or efficiencies. This is likely to include a requirement to change working practices or processes and will help to inform future decision making in relation to priorities and best returns on technology investments.

Of course, sustainable success in the adaptation of technology runs far beyond the issue of the technology itself. Technology for technologies sake is not a desirable outcome for FIG and likely to be a costly approach giving minimal value for money.

Hence, in parallel to the technology aspects, the scope of project is also consider essential management aspects including setting a common purpose within FIG in relation to technology, make recommendations on how to provide a management capability and structure that can best deliver and develop e-government opportunities in a sustainable manner, this may include process re-engineering, and explore ways by which the technology can be best sourced and commissioned.

To take the initiative forward the following Project Initiation Document (PID) has been drafted.

6. E-government Project Initiation Document (PID)

Contents

- i. Purpose
- ii. Project background and context
- iii. Project Definition
- iv. Key project steps and timescales
- v. Project organisation Structure
- vi. Communication Plan
- vii. Initial Project Plan
- viii. Project controls
- viii. Initial risk Assessment

7. Project Definition

Sections i and ii of the PID have been used to write sections four (4) and five (5) of this ExCo paper. For this reason they are not repeated here. The rest of the PID contents are provided below, including the project definition.

iii. Project Definition

For the purposes of helping to shape and scope the project the definition of e-government strategy is taken to mean the following:

‘The development and application of technologies that can positively impact upon FIG working practices and processes to deliver internal operational efficiency or that can enhance the overall delivery of information and services to the Falkland Islands community’

Taking this definition forward the e-government strategy will consider the adaptation and enhancement of technology and its associated impact and benefits both externally and internally.

Externally. This is in relation to the delivery of new or enhanced services to the Falkland Islands community made possible by the technology.

Examples of potential opportunities here are as follows:

- Enhancement of the FIG web-site for dissemination of information
- Publication of consultation papers and other official documents
- Public on-line form collection and payments
- E training and education services
- Publication of flight departure times and on-line bookings
- HR job notices and applications
- E-payroll services

- FIG-Business compact forum

Internally. This is in relation to the improvement of shared knowledge and process efficiencies made possible by the technology.

Examples of potential opportunities here are as follows:

- Development of a FIG intranet
- Common data management systems with shared drives and storage
- Customer Management databases
- E-conferencing
- E-archives and data management
- A shared services site
- Procurement or corporate cards
- Time and attendance reporting

When considering any of these and other opportunities, each will be analysed in terms of the ability to deliver a positive impact upon FIG working practices and processes and FIG's capability to deliver effective public services.

A model will be developed and applied for this purpose so that aspects such as the following abilities are all considered as part of the overall appraisal.

- Ability to exchange information with internal and external entities
- Ability to disseminate knowledge, collect inputs and enhancing outcomes
- Ability to reducing the burden of data gathering
- Ability to offer sustainable and supportable solutions
- Ability to enable the delivery of new good and services
- Ability to communicate ideas, opportunities and available services to the public
- Ability to conduct transactions in convenient, easy, efficient, secure ways
- Ability to lower the costs of current operations

What is not in scope?

As a result of increasing information technology requirements an issue and risk may be that of internet broadband capacity. This however does not form part of the scope of this project. Broadband expansion this highly desirable on the Falkland Islands, particularly with the private sector, however, this matter is covered via other initiatives and activities.

The scope does cover other communications technologies.

iv. Key Project Steps and timescales

The key project steps and timescales will be the following:

	Step-up phase	Timetable
1	Appoint project team resources and set-up the e-government programme board.	May 2010
2	Establish a suitable model for the gathering of data and information and evaluating e-government opportunities	May 2010
3	Develop a detailed project plan and communications plan	May 2010
	Consultation and research phase	
	Consult with directors and management teams across all of FIG to discuss opportunities, potential benefits, issues and risks	May to Dec 2010
4	Consult with external organisations and potential technology providers to consider potential product and service offerings and costs	May to Dec 2010
5	Evaluate options for technology provision and commissioning	May to Dec 2010
	Review and decision making phase	
6	Produce an e-government strategy paper (draft) for consultation with CMT	Dec 2010
7	Follow on consultation with Heads of Service and other stakeholders	Dec to Jan 2011
8	Complete the e-government strategy	Jan 2011
9	Decision Making on priorities	Jan to Mar 2011
10	Agree and set budgets	Mar 2011
	Implementation phase	
11	Commence commissioning arrangements	July 2011
12	Implement technologies	July 2011 to July 2012

v. Project organisation Structure

To deliver an e-government strategy the following structure and resources are required for the project team.

Lead Director

The Director of Procurement and Efficiency (DPE) will lead on the project, reporting to the Chief Executive. This will be done within the current job scope and objectives of the DPE post.

It is anticipated that the equivalent of 1.5 days per week of the DPE's time over the time period May to December 2010 will be sufficient to deliver a strategy. Beyond December 2010 the time requirement may increase.

The DPE will provide regular up-dates to the CE and CMT to discuss cross cutting issues and to review the overall general direction of the project.

The DPE will provide overall leadership and direction and will be involved directly in consultations with CMT members, FIG managers and other stakeholders and will participate on the e-government programme board.

Project Team

The initial project team will consist of the DPE, assisted by 1 x part-time FIG project officer. It is anticipated that 2 days per week of the Project Officer's time over the period May to December 2010 will be sufficient to help support in the delivery of a strategy. Beyond December 2010 the time requirement may increase.

The Project Officer resource will be drawn from a newly created post of which 2 days per week will be channelled towards e-government strategy. The balance of this posts time will be dedicated towards contract management of the ferry services and other contracts.

The DPE will coach and mentor the Project Officer in relation to good project and contract management practices.

Support

Occasional administration support may be called for from time to time to record official meetings.

E-government programme board

The purpose of the programme board will be to provide sound overall governance and oversight in relation to the development of an effective e-government strategy.

The programme board will have an important role to play in ensuring that the project scope is maintained and that alignment of the strategy to the Falkland Islands plan is consistent.

A draft Terms of Reference for the programme board and proposed composition of the board members is provided under section 8 of this ExCo paper.

Stakeholders

Internal Stakeholders are identified as being:

- Chief Executive
- All CMT Directors
- All heads of service
- FIGO
- FIDC

- FITB

Each stakeholder will be consulted in relation to opportunities and project updates.

External Stakeholders are identified as being

- Community working groups (as appropriate) for consultation on e-services
- Potential providers for product and service offerings
- Benchmark organisations
- Chamber of Commerce

Each stakeholder will be consulted in relation to opportunities and project updates.

vi. Communication Plan

The project team will develop a communications plan to inform all stakeholders of progress in relations to the project and to inform stakeholders of the need and timing of required inputs and dependencies.

vii. Initial Project Plan

A detailed project plan will be provided during the set up phase providing more detail around the initial project steps identified in section *iii* above.

viii. Project controls

The project will be governed by the e-government project board.

The board will responsible for oversight, alignment with the Falkland Islands plan, maintenance of scope and change control.

The Project lead will be responsible for reporting on project issues and risk management and escalations.

Escalation will be made to the Chief Executive as the senior programme sponsor.

viii. Initial risk Assessment

A full risk assessment for the project will be provided during the set-up phase.

In relation to initial project risks the following assessment is provided:

Risk	Hi/Med/Low	Mitigation
Project not seen as a high priority within FIG	Hi	Align with MLA priorities and seek ExCO approval
Suitable skills not available within FIG	Low	DPE experience to lead on project
Availability of project resources	Med	Manage other demands on DPE time and availability of support
Availability of future investment funding of technologies	Hi	Strategy will signpost where and funding is best prioritised and spent

8. E-Government Programme Board - Terms of Reference (ToR)

These Terms of Reference are for the e-government programme board.

The purpose of the programme board will be to provide sound overall governance and oversight in relation to the development of an effective e-government strategy.

The programme board will have an important role to play in ensuring that the project scope is maintained and that alignment of the strategy to the Falkland Islands plan is consistent.

Objectives

The programme board's main objectives are as follows:

- provide strategic oversight, support and monitoring in the deliver of an e-government strategy
- ensure that the project scopes and agreed programme goals and objectives are aligned to the Falkland Islands plan are adhered to or amended in a controlled manner
- ensure that benefits of the strategy of realisable and sustainable
- provide support, where necessary on consultations. Particularly in relation to public consultation

Board Members

The programme board members will comprise of

- Andrew Lee – Director of procurement & Efficiency
- Dilly Payne – Head of ICT
- Dick Sawle - MLA
- Tbd – other HOS member
- Nicola Granger – Chief Accountant

Board Meeting Frequency

The programme board is required to sit quarterly commencing from May 2010. Except for extraordinary meetings as required.

The proposed timetable for meeting is:

May 2010
August 2010
November 2010
February 2011
May 2011

9. Financial Implications

There are no direct costs associated with running the project and programme board activity as resources are drawn from within existing staffing arrangements. The only financial implication therefore is the opportunity costs associated with dedicating time on this initiative rather than on other matters.

When the E-government strategy has been produced it will recommend the scale and nature of investment that should be made in ICT if FIG wishes to bring about the efficiencies proposed by such an investment. This will have financial implications for the future if recommendations are acted upon.

10. Legal Implications

None.

11. Human Resources Implications

The E-government strategy will deliver a business case that may recommend changes in existing working practices. This would have staffing implications for the future if recommendations are acted upon and every effort will be made to ensure that staff and unions are fully consulted throughout the process.