



Isle of Wight Council

Implementing Electronic Government Statement

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1 Introduction

Central government policy requires all local authorities to produce an Implementing Electronic Government Statement by July 2001 which sets out how they will use electronic service delivery to improve the range and quality of services provided to the public. This paper describes the way in which the Isle of Wight Council is addressing this matter.

The overall aim of the authority is to improve significantly upon the range and quality of services that it provides to the public and to improve the efficiency and effectiveness with which it does this. To achieve this, it is engaging in a broad range of initiatives which include:

- a fundamental review of business processes
- changes in delivery to ensure that services are provided to the public in a coherent and seamless way
- the more effective use of information as a driver
- strategic partnerships with public and private partners outside the authority
- the use of direct and mediated forms of electronic service delivery to the public

In all cases, the aim is to provide genuinely customer centred services in as integrated a way as possible.

2 Background Information

2.1 The Physical Environment

The Isle of Wight is approximately twenty-three miles by thirteen miles and lies three miles off the south coast of England. It has good connections to the mainland via car and passenger ferries to Portsmouth, Southampton and Lymington but the feeling of separateness that comes from being an island contributes significantly to the feel and life of the island.

Simplistically, the island can be thought of as being divided into three distinct regions:

- The north and centre of the island (Ryde, Cowes, Newport) has traditionally been the focus for residential and commercial development and has the greatest concentration of services and infrastructure. The heavy industry, and in particular the shipbuilding in East and West Cowes, has long since disappeared and is starting to be replaced by more modern, small scale but high-tech, industries such as plastics.
- The south east of the island (Ventnor, Shanklin, Sandown) depends significantly upon tourism for its income and attracts large numbers of visitors during the summer months. Much of this is relatively low value however and efforts are being made both to increase the length of the tourist season and to attract higher value visitors to the island.
- The rest of the island is characterised by open countryside punctuated with small villages and quiet settlements engaged in agriculture, rural tourism and small-scale enterprises.

2.2 The Economic Environment

The island is generally categorised as being part of the prosperous south-east region of the UK but this is misleading as the island does not share in this prosperity. The entire island was designated as a Rural Development Area in 1995 and has remained so since that time. In addition the island has:

- the lowest level of gross domestic product (GDP) per head in the region
- the 6th lowest level of GDP for any county in the country
- four wards which are amongst the most deprived ten percent in the country
- the lowest average level of male earnings in the country (24% below the national average)
- the lowest level of high rate tax payers in the country (just 3%)

The population of the island was 128,231 as at June 1999 (source: OPCS). For a variety of reasons (but primarily employment and higher education) there tends to be a loss of people in the 15-29 age group which is compensated for by an influx of middle aged and elderly people. Overall this contributes to an age profile for the population at the higher end of the scale and some 30% of the population is aged sixty or over.

2.3 The Political Environment

The Isle of Wight Council was the first unitary authority in England, formed out of two borough authorities and a county council in 1995. The recent elections resulted in a hung council of nineteen Liberal Democrats, twelve Conservatives, five labour and twelve independents but a post-election coalition between the Liberal Democrats and most of the Independents has led to the authority having a controlling group known as Island First.

The authority is responsible for the full range of duties of a unitary authority and the public are fiercely protective of the independent status of the island despite a recent erosion of some non-authority functions (such as police and ambulance control) to the mainland.

2.4 The Technological Environment

The Island is a typical rural area and as such suffers from a lack of technological investment.

- The area is outside the transmission area for Channel 5 for example and there are no plans to change this.
- Until the start of this year, there was no cable provision on the island and although work on this has now started, the company involved has already had to ask its investors for more funding. Even if the planned work is successful, the planned infrastructure will only cover around a half of the island's population.
- The island has the country's first local television station but because of licensing constraints on transmission output and the geography of the island, the station reaches only a fraction of the population.
- There are few ICT related organisations on the island. Those that do exist are primarily small PC suppliers and web design companies
- There is a general lack of interest in the island from the main telecommunications suppliers. Coverage of the island by mobile phone systems is mixed and there is an increasing opposition to the installation of new masts.

2.5 The Human Environment

The Isle of Wight is a popular place for elderly people and this contributes to a traditional view of life. The island has one of the highest proportion of over-75s and over-85s in the country and this, together with the relatively low levels of income on the island, mean that the island tends to follow, rather than lead, trends in technology and that there is little, if any, demand for the electronic provision of services at the present time.

In contrast, people are extremely protective of the natural beauty of the island and the local way of life and the local delivery of services is therefore seen as being more important than perhaps ought to be the case. The future delivery of services will need to take this approach to life properly and fully into account if it is to be supported by local residents.

2.6 Implications for the Implementation of E-Government

The implications of the above for the development of e-government on the Isle of Wight are as follows:

- In the short to medium term, most people will want to access council services through mediated means (telephone and face to face). This means that the greatest added value will be achieved in the short term by e-enabling services so that customer facing staff can deal with the public effectively.
- The roll-out of electronic service delivery will need to be supported by the equivalent development of public access points.
- The costs of accessing services electronically will need to be low or free to encourage significant take up of services
- There will be significant resistance from the public if the introduction of services is seen to threaten the independent status of the island.

3 Electronic Service Delivery on the Isle of Wight

3.1 Overview

The Isle of Wight Council is committed to the concepts of electronic service delivery but sees the issue as a key enabler for the transformation of the organisation and the way that it works rather than as an end product in its own right. This was reflected in the authority's information and communications technology strategy (ICT) produced in early 2000 which proposed the need to transform the way in which the organisation thinks about what it does and to move towards a more customer centred focus. This has been continued to the present date and is reflected in this IEG statement.

The authority's vision for 2005 is that, by that date, it will be possible:

- For the public to access by all electronic means, all of the council's services which can be so delivered.
- That such services will be available through a range of channels and that the mix of these will reflect the needs and wishes of the public.
- That the introduction of electronic service delivery will be used to enhance the range and provision of services to the public and will not be used simply to change the means by which they are accessed.
- That the introduction of electronic service delivery will not affect the provision of mediated services (phone, face to face etc) where the public prefer this, and that in such instances, electronic service delivery will be used to improve significantly the quality of the service provided.

In setting out its vision, the authority has recognised that the nature of the island and the people that it serves need to be taken fully and properly into account to ensure that individuals and groups of people are not excluded from the facilities and benefits that can be delivered through electronic service delivery. The authority is therefore committed to ensuring that everyone on the island has access to the technology, training and services they require to enable them to participate fully in the electronic age.

In delivering its vision, the authority will establish innovative and creative partnerships with players in both the public and private sectors where this adds value to the services provided.

3.2 Potential Take-Up

The council regularly surveys residents on the island on a wide range of issues, including their views on electronic service delivery and the means of accessing this. The last survey for which the results are available (March 200) showed that:

- 56% of islanders have access to the internet (either at home or at work)
- only 6% would use this medium to make a complaint
- only 7% would use this medium to make an enquiry
- most people (78%) would rather use the telephone or see staff face to face than directly access services

These results therefore suggest that even if the council was in a position to deliver all of its services electronically at the moment, the level of public interest in using this means of accessing services is currently extremely limited.

This is likely to change over time. The authority has introduced a new web site recently (www.iwight.com) which takes a deliberately customer facing approach and offers council services within the context of a broader community portal. This is already proving extremely successful and the site already serves over 130,000 pages a month despite being launched just before the last election. The site works well on web-TV and there is expected to be further interest in the site as take up of this technology expands and as the various parts of the community start to take advantage of the free content hosting service that the council is offering.

In addition to the above, the authority is committed to extending the provision of public access to the internet and plans to provide free internet access at all of its libraries later this year. Other initiatives are being developed to enable the public to access electronic services through schools at a variety of locations across the island and there are a number of community projects in the pipeline to provide access and training to those who might otherwise not have access to the various forms of on-line services.

3.3 Short Term Focus

The council is committed to using electronic service delivery to improve the quality and range of services that it provides to the public and to using the same means to improve efficiency and to drive down costs. In the short term however, the limited public interest in this form of service delivery means that the authority needs to focus on using ESD to drive up the quality of mediated services and to establish solid foundations for the future provision of more innovative services.

The authority is working on a series of enabling projects to achieve this as follows:

- Substantial upgrading of the installed PC base across the authority to make ESD within the organisation possible
- Substantial upgrading of the council's ICT infrastructure for the same reason
- Introduction of e-payment for all goods and services at any point across the authority
- Implementation of e-procurement for all goods and services across the authority
- Implementation of document image processing and workflow across the authority
- Implementation of a customer relationship management system across the authority
- Implementation of the national land and property gazetteer across the authority
- Web enabling critical in-house and third party applications
- Provision of ICT facilities for Members home use
- Introduction of a comprehensive ICT training and development programme encompassing the principles of e-government, ESD, project management, risk management, benefits identification and realisation and the more traditional aspects of ICT training and development
- Various service level projects (such as the on-line booking of tourist accommodation)
- Pilot business process analysis and re-engineering work

The above are specifically designed to increase the 'back-office' capabilities of the authority and are crucially important if the authority is to have the capacity to transform the way that it provides services rather than to carry out the relatively simple task of putting a few forms on line.

3.4 External Relationships

The council increasingly sees itself as a facilitator of service provision as well as a direct service provider and is committed to working efficiently and effectively with those best placed to provide services to the public, irrespective of whether they are in the public or private sector.

Examples of current practice which demonstrate this are as follows:

- The authority was the first in the country to connect its data networks to NHS-Net. It also shares common information systems and processes with colleagues in the health sector.
- The authority is currently procuring a joint housing register with three partner housing associations on the island.
- The authority shares common information systems with the police as part of its public safety work, including a geographical information system.
- Authority staff work alongside voluntary sector staff at a range of sites including the Isle of Wight Blind Society.
- There is a strong tradition of partnership working with the town and parish councils on the island and the council is firm advocate of the concept of town forums and devolved funding to localities
- The authority has a number of strategic private sector partners, particularly in the areas of environmental and waste management
- The council is a partner in the Southampton City smart card project
- The council is a contributing partner in the Newham Customer Relationship Management System project

In all cases, the authority is committed to ensuring that the services are provided to the public in a seamless, high quality manner, irrespective of who is responsible for actually providing the service. There is some way to go before this is fully achieved but there is clear and visible commitment to this integrated provision of services in the best interests of the island community.

4 Key Milestones

The authority has established the following key milestones for enabling it to meet its 2005 objectives:

4.1 Community Strategies and Partnerships

Target	Due	Status
Connectivity to NHS-Net	Summer 2001	Complete
Joint Social Services/NHS use of client database	Summer 2001	Complete
Community development plan (including e-government targets)	Late 2001	In progress
Common authority / housing association housing register	April 2002	In progress

4.2 Access to Services

Transaction based web-site	Summer 2001	Live & ongoing
Digital TV enabled web site	Summer 2001	Live & ongoing
WAP phone service – technology unproven, no plans	No plans	No plans
Kiosks – tourism related work in progress, no broader plans at present	October 2001	In progress
Call centres – in place for Tourism and social care services, no other plans	Complete	Complete

4.3 Improving Mediated Services

Telephone services – part of customer relationship management project	December 2002	Project initiated
Drop-in centres – need to improve online services for staff	July 2002	Ongoing

4.4 Provision of Significant Services (volume / statutory / efficiency)

Revenues and benefits – information and application forms	October 2001	In progress
Library catalogue and services on-line	October 2001	In progress
Tourism accommodation bookings on-line	Jan 2002	In progress
Planning applications, viewable now, on-line submission underway	May 2002	Project initiated

4.5 Co-ordination with National Projects

Rolling Electoral Register	April 2001	Complete
UKOnline – link available via web site	April 2001	Complete
National Land and Property Gazetteer	May 2002	In progress
National Land Information Service	Subject to NLPG	Pending

4.6 Other Targets

Life episodes – supported via web site and link to UK Online	April 2001	Ongoing
Peoples Network – subject to approval of funding	December 2001	Ongoing
Change of address – not yet addressed internally but done via web site	July 2001	Complete
Government secure intranet – internal security systems compliant	Not known	Pending
National Grid for Learning – all schools connected	July 2002	Ongoing
E-procurement	December 2002	In progress

5 Best Value Performance Indicator 157

The council is currently in the process of trying to establish exactly how many services it provides and which of these are suitable for electronic service delivery. This process is proving more difficult than had been expected and is complicated by the lack of a standard methodology for this work across local authorities.

Although the authority has been keeping an eye on work being carried out by the IdeA, the PEG project and the LEAP project, there is little guidance material of substance in this area and the information to date is only tentative

	E-deliverable	Information	Transaction	Delivery
Archaeology - public information	✓	✓	✗	✗
Audit results	✓	✓	✗	✓
Bereavement services	✓	✓	✓	✗
Botanic Gardens	✓	✓	✓	✗
Car parking	✓	✓	✓	✗
Coastal management	✓	✓	✓	✗
Complaints	✓	✓	✓	✓
Countryside services	✓	✓	✓	✗
County records	✓	✓	✓	✓
Early years services	✓	✓	✗	✓
Education - admissions	✓	✓	✓	✗
Education psychology service	✓	✓	✗	✗
Education welfare service	✓	✓	✗	✗
Electoral registration	✓	✓	✓	✓
Emergency planning	✓	✓	✗	✗
Environment services	✓	✓	✓	✓
Environmental health	✓	✓	✓	✓
Fire and rescue service	✓	✓	✓	✗
Grounds maintenance	✓	✓	✓	✗
Higher education - student finance	✓	✓	✓	✓
Highways and transportation	✓	✓	✓	✓
Housing administration	✓	✓	✓	✗
Housing services	✓	✓	✓	✗
Legal services	✓	✓	✗	✗
Licensing	✓	✓	✓	✓
Museums	✓	✓	✓	✓
Music service	✓	✓	✓	✓
Personnel	✓	✓	✓	✗
Planning	✓	✓	✓	✓
Property services	✓	✓	✓	✓
Registrars	✓	✓	✓	✓
Revenues and benefits	✓	✓	✓	✓
Rights of way	✓	✓	✓	✓
Social Services	✓	✓	✓	✓
Tourism services	✓	✓	✓	✓
Trading Standards	✓	✓	✓	✓
Traffic Education	✓	✓	✓	✓
Wight Leisure	✓	✓	✓	✓
Wight bus	✓	✓	✓	✗

6 Corporate Information Management Functions

The authority is conscious that the move towards electronic service delivery requires it to improve significantly upon the way in which it has traditionally managed and used information. In particular, it wishes to move to the position where, as far as possible, and subject to constraints of confidentiality, information is captured once and once only, and then made available to all who need to see it.

This will require a change of mind set within the organisation and the authority is actively considering how it can improve its information management across the board. At the time of writing, it has been suggested that the following information management functions might best be carried out on a corporate basis, although further work is ongoing.

- Unique identification of people – potentially leading to standard address management across the organisation
- Unique identification of land and property – utilising the national land and property gazetteer
- Signposting – of information available
- Corporate indexing – to ensure information is stored electronically in a consistent format across the organisation

7 E-Government Framework Targets

The council has been focusing much of its work on initiating and implementing an ICT strategy designed to address many of the fundamental ICT shortcomings within the authority. It has only recently started detailed work on the e-government framework targets.

This was a deliberate decision as the lead time on some of the internal issues are necessary requirements for the delivery of e-government but it does mean that the authority has some way to go before it is fully up to speed on the e-government agenda from an external perspective.

The targets established to date however are as follows:

Target	Due
Designated IEG Officer appointed	March 2001
ESD established as a fundamental part of all Best Value Reviews	May 2001
Regular feedback to Members on e-government commences	September 2001
Designated IEG Member to be confirmed	September 2001
E-government steering group appointed	September 2001
Regular briefings on e-government to Members occurring	September 2001
Regular briefings on e-government to the senior management team occurring	September 2001
IEG implementation mechanism in place	October 2001
National standards for e-government clarified and documented	October 2001
All members have direct access to e-mail, internet and intranet	October 2001
Formal mechanism in place for identifying best national practice	November 2001
Business process analysis and re-engineering mechanisms established for joining up services	November 2001
E-government contribution to local community plan completed	December 2001
First pass timetable for electronic services available	December 2001
First pass identification of multi-provider services established	December 2001
Information management agenda being taken seriously and addressed	December 2001
Percentage of front line staff with direct access to the information they need identified	February 2002
Data access and confidentiality issues considered and action plan identified	February 2002
Consultation with public on first pass timetable complete	March 2002
Marketing / communication plan for available services in place	April 2002
Percentage of all staff with direct access to the information they need identified	May 2002
Progress review and formal review of alignment with national projects	June 2002
Action plan for providing staff with direct access to information in place	August 2002
Data sets audited and duplicates identified	December 2002
Internal data sharing policies developed and in place	As required
External data sharing policies developed and in place	As required

8 Transition Plans

The authority recognises that the move towards electronic service delivery will be neither easy nor straightforward and will therefore require significant guidance from the very top of the organisation.

8.1 Management Issues

The council has formally appointed the director of Finance and Information as its e-government champion on the officer side but has yet to appoint an e-champion Member to provide support and direction on behalf of Members. This is likely to change in the near future as the Island First group are beginning to take a more active interest in e-government than was previously the case. The organisation's training and development activities for Members in this area will push the agenda forward even further and it is expected that all Members will be up to speed on e-government and electronic service delivery issues by the end of 2001.

Work is also taking place to raise the awareness and commitment of senior managers and staff across the organisation. This will include the provision of mandatory training on e-government and electronic service delivery for all staff and again, this should be substantially complete by the end of the year.

It has also been proposed that e-government / electronic service delivery is a standing item on all key agendas and that e-government objectives for all staff as part of the annual appraisal and objective setting process and this is currently under consideration.

8.2 Anticipated Costs, Benefits and Savings

The amount of work required to enable the authority to implement e-government fully and properly is considerable and it is anticipated that it will cost the authority in the region of £10m over the next five years.

The authority is doing what it can to fund this but is struggling to provide significant extra funds against many other competing priorities. It made £676k available in 2001/2002 and a further £500k has been included in the baseline budget proposals for 2002/2003. However, when this is set in the context of budget pressures exceeding £2m from front line services alone, it is clear that the authority will be unable to meet the 2005 target unless additional resources can be made available.

The authority is committed to using e-government both to drive up the quality and range of services that it provides and to drive down costs. It is therefore expected that, over a period of time, it will be possible to reduce expenditure significantly as a result of investments in e-government.

There may however be a significant time lag between the requirement for investment and the subsequent realisation of cash releasing benefits and it is this that needs to be addressed by additional government borrowing approvals or some similar mechanism.

9 Risk Assessment

The move towards e-government and electronic service delivery is a high risk process and the consequences of this upon the authority should not be underestimated. The key risks identified to date are as follows:

Risk	Comment	Impact	Likely	Risk
Unrealistic national expectations	Whilst the need for ambitious targets is recognised, the targets for e-government being set by the centre are unrealistic when the other pressures being placed on local authorities are taken into account. The net effect is that the authority will do its best but may be forced to short cut crucial pieces of work which will compound the risks being faced.	High	High	High
Lack of skills	The authority will need a wide range of technical and non-ICT skills if it is to implement e-government successfully. In particular, the organisation will need to become adept at business analysis and business process re-engineering as well as risk management and benefits identification and realisation. The learning curves for all of these areas is steep and there is likely to be a shortage of such skills in the market place	High	Medium	Medium High
Lack of funds	All problems can be solved by throwing resources at them but the move to e-government comes at a time when the authority is already feeling severely squeezed on front line services.	Medium	High	Medium High
Adverse public opinion	Although the internet and related technologies have led to a rise in public expectations, there does not appear to be the significant public demand for electronic service delivery that the government predicted. The most likely success area on the island would therefore appear to be the effective use of ESD to provide mediated services. The use of resources to create new forms of alternative service delivery before this is addressed is likely to lead to public consternation rather than support.	Medium	Medium	Medium
Cultural change	The move to electronic service delivery will require a significant cultural change amongst members, staff and the public. This will take time and unless managed carefully, could lead to blockage and potentially sabotage of e-government initiatives	High	Medium	Medium High
More difficult than expected	The 2005 timescales underestimate the sheer difficulty of the organisational, cultural and technical changes required to implement e-government successfully. Failures caused by cutting corners will lead to a major backlash of public opinion against local authorities which will not be of the authorities making.	High	Very High	Very High

It should be noted that the majority of these risks are outside the control of the authority. Although appropriate steps will be taken to mitigate these, it would seem likely that at some point the authority will need to make a conscious decision between progressing high risk initiatives and missing the central government targets.

In view of the potential consequences of failed projects compared to the consequences of missing a relatively arbitrary central government deadline, the logical choice would appear to be to negotiate with central government upon the latter should the need arise. The authority will adopt this as its preferred risk management strategy for handling external risk rather than risk significant and embarrassing failures.

10 Skills Need Analysis

The authority has identified a comprehensive range of skills that it needs to move the e-government agenda forward safely and these are summarised below. The authority has also developed a comprehensive ICT training and development strategy to help it meet these needs.

This can be seen on-line at <http://www.iwight.com/council/departments/ict/strategy.asp>

Business Change

The council will need to implement a significant number of new ICT systems to enable it to provide all of its services electronically. It is vital that in doing so, it concentrates on how it can use ICT to deliver improvements to the way it does business rather than on the technology if it is to avoid implementing expensive technology on top of expensive existing processes. This will require skills in business process analysis and business change management as well as appropriate processes and mechanisms to ensure that staff at all levels are fully involved in and engaged with the change processes.

Leadership

Implementing major ICT initiatives within the context of a business change process requires strong and effective leadership skills to achieve integration of the cultural, business and technical processes involved. If it is not clear who is taking charge and if that person does not have the relevant range of skills it is almost impossible for an initiative to succeed.

Project Management

Having good leadership will not be sufficient to bring about the changes required to achieve the overall vision. The authority needs good people in place who have the ability to deliver. Delivering change is a challenging task and highly skilled and experienced managers will be vital to the overall success of the ICT strategy.

Procurement and Supplier Relationship Management

The authority will need to procure a number of new systems and services to enable it to deliver on the ICT strategy and e-government. This will require appropriate staff to be skilled in the effective procurement of ICT (including contract negotiation) and in the subsequent management of the customer / supplier relationship. As partnering and multi-agency working becomes increasingly common the need for these skills will increase significantly.

Risk Management

There have been a wide range of failures in the procurement and implementation of ICT in both the public and private sector over the past few years and one of the main reasons for this is that ICT projects tend to focus on the technology rather than on the context in which the technology is to be applied. The authority will need to ensure it develops the skills to enable it to understand and manage risk across the whole business change process as well as on the ICT element.

Benefits Identification and Realisation

Investment in ICT can only be regarded as successful if the intended benefits are realised. Most organisations find it extremely difficult to articulate and quantify the benefits it expects to achieve from ICT projects and it is therefore not surprising that they then struggle to deliver on these and demonstrate the project was worthwhile. The authority will need the necessary skills in both the identification and realisation of benefits if it is to be able to justify the significant investment in ICT that will be required to enable e-government.

Obtaining Funding

The council has a relatively poor track record in obtaining external resources to help fund the development of its ICT base and it will need to improve upon this if it is not to lose out to other organisations who are more effective in this area.

User Skills

In a 1999 survey, 64% of staff within the Isle of Wight Council reported that they had received no ICT training within the previous twelve months and over 50% of respondents felt that they had been inadequately trained to use the hardware and software they were expected to use in their daily work. This is unacceptable even as things stand and needs to be addressed as a matter of urgency if electronic service delivery is to become the norm.

Technical Skills

The authority will need to ensure that it has available, either in-house or through third parties, skills in the following areas:

- data communications
- voice communications
- operating systems
- desktop applications
- web development
- systems integration
- software development
- ICT security
- disaster recovery and business continuity
- technical support

11 Joined Up Thinking

The e-government agenda is just one part of the authority's overall plans to modernise itself and the way it provides services to the public and links are being made between this work and work being carried out in the following areas:

11.1 Asset Planning

The authority is currently reviewing its management of assets and in particular is taking into account the benefits offered by things like hot desking and remote working and joint use of properties with strategic partners. The ICT infrastructure is being developed to enable this.

11.2 Community Planning

The authority has established a number of teams to develop an island wide community plan. The medium and long term needs of the island in terms of electronic service delivery and the role that this has to play in the economic and social regeneration of the island are key aspects of this and will form a key element of the plan in its final form.

11.3 Best Value

The requirement to consider electronic service delivery as part of the Best Value process has already been built into the organisation's review processes and is starting to have an impact on the way in which people are thinking about future service delivery. There is still a considerable amount of work required to ensure that people 'get it' but this is being addressed and electronic service delivery is seen as a fundamental element of Best Value within the authority.

11.4 E-Government Interoperability Framework

The E-Government Interoperability Framework (E-GIF) is the technical cornerstone of the Government's policies for joining up organisations and service delivery and provides a set of policies and standards to enable this to happen as seamlessly as possible. The authority is committed to working with the E-GIF framework and all work takes this into account.