1 Introduction

The States of Jersey public sector is facing significant pressure for efficiencies and savings. This has created the context to take a fresh look at the States' use of Information Services and to review how it can better exploit the use of, and investment in, its information, business systems and technology services. It is an aim of IS to enable and support States' Departments in meeting the challenges being faced.

The Information Services department (IS) is a provider of services that enables the organisation to deliver front line services to and for the island in the most efficient and effective way possible. This strategy, for the period 2011 – 2013, will provide the organisation with the opportunity of making cost savings without reducing, and in some cases improving, the level of service provided. It will focus on four key streams:

- Common IS user support
- A common IS infrastructure
- Common business applications based on common processes
- Enterprise Information governance

1.1 Common IS User Support

IS will redesign how user support is provided across the States maintaining or improving current levels of service at lower cost.

In addition, the procurement, installation and maintenance of all desktop and laptop computers will be managed by IS in a uniform and regulated manner. This will result in cost savings through improved purchasing power, common staff training, standardised working and co-ordinated maintenance and equipment refreshment programmes.

To meet these objectives in the most efficient and effective manner a number of delivery methods will be considered including internal, in partnership with external suppliers or totally by external suppliers.

The States will benefit by reduced costs. Departments will benefit by receiving both an improved service and clear and agreed replacement programmes.

1.2 A Common IS Infrastructure

IS will build on the existing investment in the corporate communications infrastructure by reviewing the approach to the States IT and communications network in order to enable secure fixed and mobile communications at a lower price. Existing supplier arrangements will be challenged and alternatives considered.

As a first step IS will take responsibility for, and will reduce, the number of States data centres. This will increase resilience and capacity and create an environment where it will be possible for States departments and suppliers to work together in a secure and seamless way.

IS will develop the use of cloud computing which will increase capability and security, reduce costs and accelerate deployment speeds of new services.

1.3 Common Business Applications and Common Processes

IS will provide the technical infrastructure to allow States departments to share and reuse existing online applications. It will provide advice and technical support to improving business processes and information management including citizen names and addresses.

By moving departmental services into appropriate and user friendly shared services, the overall cost and performance of these services can be measured and therefore managed to improve delivery, deliver higher service benefits and reduce costs.

1.4   Information Governance

IS will establish and lead an Information Governance Board for the States of Jersey. The Board will be accountable for the development and implementation of a tightly controlled mechanism that will protect the States and Jersey citizens from the misuse of both physical and electronic data, while maximising the investment the States has made in collecting this information by enabling its reuse when appropriate.

It will be a requirement that these controls are implemented by each department. This will allow the organisation and members of the public who deal with it to benefit from the efficient and consistent use of this data with an emphasis on the sharing, with appropriate controls, of citizen data between departments. This will reduce costs and play a significant role in improving health outcomes, tackling welfare issues and protecting the public from crime.

1.5   Enabling Activities

The four streams above will provide the framework to allow individual departments the opportunity to focus on their service outcomes for the citizen rather than on the infrastructure upon which these services run. The responsibility for infrastructure and getting the best value for money corporately will lie with IS.

Fundamental enabling activities necessary to achieve the above will be:
   i)   The continuing professional and organisational development of the IS function in the States, including the third party supply chain;
   ii)   Reliable and effective project delivery by using portfolio and benefits management to ensure that the States undertakes the right projects in the right way; and
   iii)   Supply management, working with central Procurement, to gain maximum value from on island suppliers across the public sector.

2   Vision

The four streams of the Strategy described above are developed further here by dividing them into eight workstreams. Vision statements for each workstream documented below will be used to communicate the Strategy throughout the organisation and also act as a description of the outcomes of projects and programmes to be designed to deliver the strategy.

2.1   Common IS User Support

Every States' user will have available to them a workstation of not more than five years of age that provides access to all necessary applications needed to fulfil their roles. PC equipment training will be available to all new users. Each workstation will be of a common type so users can move freely and comfortably between positions without the need for instruction or assistance from IS staff. The workstations will be of sufficient power and capacity to allow users to perform their roles without undue restrictions. Procurement of equipment will be managed by IS at the corporate level to ensure the best volume discounts are achieved. The corporate and co-ordinated approach will have a lower overall procurement cost.

This estate of workstations will be supported by a dedicated team of trained support specialists who will provide assistance to users by telephone, email and, where necessary, with site visits. The support team will manage and maintain all workstations centrally so fault diagnosis, fixes and software upgrades can be achieved without having to visit the workstation. The aim will be to resolve the majority of user issues during the first contact with the support team. Where this is not the case, the support team will inform the user what will be done to investigate the problem and provide an estimated timescale for its resolution. Regular progress updates will be given to the user until resolution.

For planned workstation maintenance, most would be invisible to users. That said, users will be advised in advance of any significant work and be given instructions on what to do should there be any problems following the work and support teams readied to provide any help post-implementation.

When a workstation needs replacing, it will be replaced by IS staff with the minimum of disruption to the user and the old workstation removed for disposal or repair during a single site visit.

2.2 Common IS Infrastructure

2.2.1 Network Strategy

The States will have a secure resilient network serving all its premises and facilities that is managed in a corporate fashion. The capacity and capability of the network will be scalable to meet current and future needs without the need for major investment or significant redesign. Network traffic will be prioritised so that time-critical applications take priority over more general usage. States' users will also be able to work remotely in a secure and effective manner using a variety of mobile devices.

The States' network will allow the secure partitioning of data making it available to appropriately authorised users and applications throughout the organisation regardless of location. This in turn enables the sharing and reuse of information and services with reduced duplication of information, applications and systems throughout States' departments.

There will be a central network management function acting in a pro-active way to monitor and report upon network performance and to resolve problems. Management reporting will ensure that service levels are monitored and network updates are forecast, planned and implemented with little or no impact on the States' users or the general public.

2.2.2 Data Centre Strategy

The States of Jersey will host the vast majority of its applications and systems within two integrated and secure data centres. These data centres will be physically separate to ensure that an incident or failure in one centre does not bring down the services of second site. Applications and services deployed in these facilities will benefit from a resilient platform ensuring that they will operate in either one of the centres regardless of the status of the other. Disaster recovery will be integral to the data centre architecture significantly reducing the need to build expensive disaster recovery into new applications.

Hosting all applications and servers in this environment will ensure that security is focused in just two main areas. Each of these centres will benefit from having no single-point of failure, protected power supplies with generator back-up, environmental controls and resilient services meeting industry standards and best practice. The States of Jersey's information assets will be both securely protected and consistently managed to appropriate standards.

The number of server rooms throughout the organisation will be significantly reduced. Only applications that are location sensitive will deployed outside the data centre facilities. Supporting this architecture will be a small number of approved satellite server rooms and communications cabinets located throughout States' premises.

New applications will be brought into the data centres in a consistent manner using a small number of preferred technologies such as virtual technology and shared storage systems thereby reducing the cost of deployment and on-going maintenance.

2.2.3 Architecture and Standards

IS will operate in an open and consistent manner using proven architecture and technology standards. This openness will provide opportunities for and support inter-working between States departments and provide a clear understanding of our technology environment to suppliers enabling them to serve us better.

Guidance will be provided by a straightforward framework of clearly defined standards and policies. There will be a common understanding of what our core technologies are and how they are implemented in a secure and re-useable manner.

The adoption of the architecture, standards and polices will be supported by easy access to clear and simple information available to all States employees. Likewise, all existing and potential suppliers will have access to architecture, standards and policies so that the context of any proposal they present to the States is fully aligned with our existing infrastructure.

The adherence to the architecture and standards will be monitored and controlled by IS.

2.2.4 Synergy Platform

The States of Jersey will have a rationalised information and communications infrastructure; the synergy platform. This synergy platform will be more cost effective through being scalable, resilient and secure in hosting shared services and applications available to all States' departments. By using consistent and proven approaches enabled by the synergy platform, the deployment of new applications will be accelerated and associated risks reduced.

Financial planning will be streamlined as departments pay regular and predictable hosting fees with the capital replacement of hardware being managed by IS across the States in a more cost effective manner. Departments will focus on the delivery and support of their business applications having a reduced need to respond to irregular capital expenditure as hardware ages and becomes obsolete.

IS will demonstrate transparency and accountability of the cost of the services it provides. Common business processes will be reusable reducing costs and there will be increased staff productivity with a consistent approach.

The synergy platform brings together the Architecture & Standards, Network and Data Centre in a holistic strategy within a common operational model.

2.3 Common Business Applications and Common Processes

2.3.1 Common Applications

IS will maintain the set of corporate and departmental applications on behalf of application owners. IS will hold a register of applications in use throughout the States that will be used to manage, plan and deploy applications in a consistent and controlled way. IS will have the ability to identify and remove duplication and ensure the organisation maintains only the software licences and support services that are strictly necessary. The total cost of Applications will kept to a minimum through regular and accurate management reporting.

There will be a range of common applications, online functions and universal services overseen by IS that will encourage the reuse and controlled sharing of information and proven systems across the organisation. Application owners will be able to focus on their business outcomes and cultural challenges rather than technology when managing change.

The reduction of the number of applications and the reuse of existing services will lead to a reduced cost of technology provision.

2.3.2 Common Processes

The States of Jersey continues to provide front line services to the island population. Whilst these front line services are diverse and vary in scale, the underlying processes will be common and consistent. IS will support the departments in the building of these applications.

Many services will be delivered online. There will be a single framework for online delivery upon which specific services will be built. The island population will have a common online interface which will be easy to navigate and simple to use. Service development will follow common guidelines to ensure the public will have a familiar feel to all their dealings with the States. Costs will be kept to a minimum by the re-use of processes and technology.

Numerous services depend upon financial transactions. The internal handling and management of these and their links to the Finance system will be common to all services reducing the need for bespoke application development for each new system.

IS will provide supporting services, systems and processes to these functions, including: Finance, Human Resources, Payroll and Procurement.

2.4   Enterprise Information Governance Strategy

The States of Jersey has a great deal of information relating to its operations, its citizens and organisations within the island. This is a valuable asset, used by the organisation for providing services for the island. It will also be of benefit to members of the public and the organisations within the island when dealing with the States.

There will be a robust and tightly controlled mechanism for protecting the organisation's data and that of its citizens. This will be overseen by the Information Governance Group that will have corporate responsibility for high level policy and strategy for information management, records management, data security and data reuse within the States.

Each States department will be accountable for the implementation of the policy in all areas of their responsibility and an officer responsible for information governance will provide reports to both their chief officer and the Information Governance Group. Departments will carry out periodic risk assessments and audits to ensure controls are effective and to highlight any policy infringements.

Supporting Information Governance, departments will have a records management policy which will ensure data is correctly classified and there are appropriate data retention schedules. Access to data will be based upon its classification and the requirements of the user of the data.

There will be public confidence in the security, integrity and availability of information systems encouraging the island's population and organisations to benefit from personalised States services online.

3   Strategy Implementation – Programme and Project Breakdown

The strategy will be implemented through a portfolio of programmes and projects. A summary description of each of these, sub-divided by workstream, follows.

3.1   User Strategy
- **Desktop Replacement** - Ongoing replacement of all PCs and laptops across all States departments in a co-ordinated manner ensuring the age of equipment is less than five years.
- **Helpdesk and Desktop** - Rationalising Service Desk and front line services so that they can be consolidated. This will take place incrementally. Greater use of third party services will be considered.
- **OIS Upgrade** – Following the consolidation of the desktop estate (above), the desktop software will be upgraded to the latest proven version of Windows.

3.2   Common IS Infrastructure
3.2.1   Network Strategy
- **Network Replacement** - Ongoing programme of replacement of LAN/WAN devices to ensure the equipment estate is less than seven years old.
- **Telephony** - Review of the existing telephony architecture, its management and support. Delivery of an upgrade or replacement of the existing system.
- **Mobile Consolidation** – Strategic review of the role of mobile devices including the consolidation of mobile telephone, mobile data, paging and Tetra (radio) systems.
- **Telecoms Cost Analysis** - Review of expenditure with Jersey Telecoms. Develop ongoing process for review and management of expenditure.
- **States Network** – Replacement of the many existing point to point connections with a private cloud. A review will consider all the States' networks, including ESC's curriculum network.

3.2.2   Data Centre Strategy
- **Data Centre Refurbishment** - Refurbishment of the eighth floor data centre in Cyril Le Marquand House.
- **Data Centre Migration and Consolidation** - Convergence of existing server rooms/servers into two data centres (CLMH Eighth Floor and an outsourced Data Centre).
- **Data Centre Procurement** – Procuring and setting up suitable Service Level Agreements for an outsourced second Data Centre.
- **Shared Storage Infrastructure** – Delivery of a scalable corporate storage infrastructure and consolidation into the two data centres.
- **Server Replacement** - Ongoing programme of refreshment of both physical and virtual servers across the States keeping server hardware less than four years of age.

3.2.3 Architecture and Standards

- **Standards and Policies** - Development, agreement and publication of clear and concise IS policies and technical standards, including methods, tools, architecture and supplier relationships. Development of a process to maintain and manage these. Communication of policies and standards to States users and suppliers.
- **IS Business Continuity** - Provision of a disaster recovery infrastructure and facilities upon which each States department can develop their own business continuity arrangements

3.2.4 Synergy Platform

- **Operation Model** – The definition and documentation of the States IS operational architecture including roles and responsibilities and how the various parties will work together.

3.3 Common Business Applications and Common Processes

3.3.1 Common Applications

- **Corporate Intranet** – Delivery of the framework for a single intranet which supports information and online services for all States departments and users. Delivery of corporate information and online services.
- **Applications Register** – Development of a register of all applications in the States. This will support informed decision making, risk management, procurement, licensing, consolidation, management and control of applications.
- **Citizens Database Programme:** Framework for using, maintaining and sharing citizen data, eg. in supporting migration control. Delivery of an authentication process for citizens and businesses providing a gateway to the States' online services.

3.3.2 Common Processes

- **Cyborg Developments** – Developing greater efficiencies in payroll processes and use of the system, including more efficient links to other systems.
- **HR Developments** - Developing processes and systems to support the HR change programme.
- **Finance Change Programme** - Providing system development support to the Finance Change programme which is aimed at improving financial control and process efficiency throughout the States.
- **P2P Programme** - Supporting the Procurement Transformation programme through development of processes and systems.

3.4 Information Governance

- **Information Security** – Development and maintenance of policies, controls and governance to protect personal and sensitive information. The definition of roles and responsibilities and the identification and management of risks.
- **Records Management** - Development and maintenance of how we organise, reference and store information, including retention policy. The Implementation of a records management system. Support to Freedom of Information legislation.
- **Data Management** - Development and maintenance of polices and procedures of how the States manage data and keep it accurate and up to date.